

Business Plan  
For  
Workforce  
Investment  
Board of  
Lucas County  
Area 9

January of 2005

**Workforce Investment Board of Lucas County  
Area 9**

***Business Plan***

I.	Executive Summary.....	ii
	Signature Pages.....	iv
	Lucas County Partner Contact and Site Information.....	viii
II.	Workforce Area Description .....	1
III.	Current Operations.....	11
IV.	Market Trends Analysis.....	26
V.	Marketing and Communications.....	34
VI.	Goal Setting and Measures of Success.....	39
VII.	Strategic Plan.....	42
VIII.	Financial Components.....	51

Attachment A	Functional Teams Summary
Attachment B	Business Flow One-Stop WIBLC Area 9
Attachment C	Job Seeker Customer Flow within WIBLC Area 9
Attachment D	Customer Flow <i>The Source</i> WIB Area 9
Attachment E	Partner Services Matirix 05
Attachment F	Initial Assessment Revised
	Membership Form PG 1
	Membership Form PG 2
Attachment G	Assurances and Certifications
Attachment H	MOU Worksheet B
Attachment I	Resource Sharing Agreement
Attachment J	One-Stop System General Provisions
Attachment K	Policies and Procedures

### **Executive Summary**

The creation of the Workforce Investment Board of Lucas County has provided the opportunity to bring together various groups including: business, education, labor, employment services, social services, economic development, government, and other community organizations to strategically plan for coordinated workforce development initiatives that support and strengthen the economic development efforts of Lucas County. This Business Plan articulates the shared vision, values, and workforce development goals of the Lucas County Board of Commissioners, Workforce Investment Board of Lucas County (WIBLC) and The Source Partners (One-Stop partners.)

This plan also addresses the development of initiatives for: the coordination of resources for skill enhancement and employee development, developing a single point of contact for businesses seeking employees and job seekers seeking employment; assuring that the lines of communication are opened between economic development and workforce development entities; and ensuring quality driven services to the employer community and the individual citizen wanting to enhance their quality of life through improved employment opportunities.

Lucas County has experienced challenging times over the past several years with considerable job loss in the manufacturing industry. A major ongoing issue within the current labor force is that many of those workers, formerly employed in manufacturing, had enjoyed “low-skill, high-wage” jobs. Thus, workers were not motivated to learn new skills, or upgrade them through lifelong learning activities. Many residents have even said they believe they already have sufficient skills and training to gain re-employment or new employment. Over the next few years, advancements in manufacturing technology is expected to reduce the workforce in the manufacturing sector, and the technology advancements will require the current workers in the manufacturing field to attain new skill sets. Additionally, the need for skilled, technologically savvy, workforce is anticipated to increase dramatically as new industries recruited through the efforts of the economic development entities, move into the region.

Finally, based on information from the Ohio Department of Job and Family Service Job Outlook 2010, those occupations currently seeing the largest growth include: healthcare occupations, social service, business services, air transportation, miscellaneous retail, and food service. Those occupations that will see a considerable decrease include: certain manufacturing occupations, agriculture production, railroad transportation, utilities services, general merchandising and certain banking occupations. There is broad recognition that the future of the local region depends heavily on the ability to prepare a workforce that can not only respond to the emerging needs of local employers, but can actually be a source of business attraction resulting from building the skills and work ethic that business want.

To assist in meeting the current and future workforce needs of the region, the Workforce Investment Board of Lucas County is focusing on the creation of an environment and the development of a dialogue that brings together workforce development and economic development initiatives to spur business and job growth in the region. Based on a review of labor market information, and reviewing economic development initiatives, the WIBLC has decided to focus on developing a workforce for the following industry clusters: Information Technology, Engineering, Transportation & Warehousing, Manufacturing, Healthcare, and Construction.

One of these activities embraced by the WIBLC is the opening of The Source Northwest Ohio (The Source). Empowered by the WIBLC, The Source has assumed the role of catalyst and venue for the ongoing development and enhancement of a comprehensive workforce development system within Lucas County. The WIB envisions The Source to be, in a sense, the “hub” of the workforce delivery system that engages various community employment services, training/education and social services organizations in a single location to create a seamless

system that provides a one-stop location for employers to find. The Source is the single location at which employers can meet their current and projected workforce needs and where job seekers can find a comprehensive array of job search and preparation resources. The Source is striving to provide job seekers the opportunity to explore careers, develop skills, identify training/education options, and identify employment opportunities that will enable them to meet the skill and work readiness needs of area employers. The WIBLC and The Source Partners value continuous quality improvement of services. Thus, efforts are being developed to ascertain employer needs, job seeker expectations and the requirements of community and other stakeholders as potential customers of the system. To ensure that services provided are responsive to the needs of its customers, the WIBLC and The Source will survey employers, job seekers, partners and others to obtain feedback on customer satisfaction. The feedback gathered will be used in ongoing planning and adjustments to our local workforce system. The WIBLC also values the array of other workforce development initiatives that operate across the community. Thus, in the future, the WIBLC will forge new relationships with organizations responsible for these initiatives to create an even more coordinated workforce system across the community.

Along with developing the current workforce, the WIBLC understands the importance of developing the youth who will be the future workforce. The Youth Council, empowered by the WIBLC, has embraced the development of programs and partnerships that develop youth to maximize their education and training opportunities and ultimately enter the workforce as prepared as they possibly can. The WIBLC and the Youth Council will forge relationships with other community initiatives to create a more coordinated effort in the community to assist youth in successfully achieving these objectives.

The WIBLC has established the following goals and objectives for next two years:

Goal I: The WIBLC will embrace the development of a system to assist entry level workers develop various work skills to enter the workforce and advance in the defined targeted career path clusters.

Goal II: The WIBLC will embrace the development of a comprehensive Marketing and Public Information initiative that increases awareness of the workforce development system in the region and how it connects to economic development.

Goal III: The WIBLC will embrace and ensure that various workforce development initiatives and economic development initiatives collaborate and communicate thus creating a unified and coordinated effort in the region.

Goal IV: The WIBLC will embrace the development of a system to assist existing workers enhances their skills so they are able to meet employers needs as well increase their long term earning potential within the identified clusters

To embrace the values, goals, and initiatives of the WIBLC, a coordinated message will be developed that through a variety of media outlets that communicates the value of workforce development through: 1) ongoing skill development of all workers, 2) basic skill development in the secondary education process 3) technology in the workplace is growing, 4) skill development in conceptual and interpersonal skills 5) importance attaining information on emerging occupations, 6) importance of life-long learning and 7) it is vital for service coordination between the various public funded initiatives.

This first Business Plan is an initial “blueprint” which will guide further implementation planning by the WIB and its committees as well as the formulation of subsequent initiatives. It also provides a basis for further operation planning that will be undertaken by the Source to ensure delivery of consistent and high quality services needed by employers and requested by job seekers.

**Business Plan Statement of Duration and Annual Review  
Signature Pages**

The signatures of the individuals below (in their individual capacity or as the authorized signatory of the organization that they represent)(Partners) denote their respective participation in the Governor's Workforce Investment Board Area 9 Business Plan for the Lucas County One-Stop System. ("Business Plan"). By signing below, all local Partners have reviewed the Business Plan and find it accurately reflects a general understanding of their One Stop System and/or their involvement in the local One-Stop System activities.

Additionally, this Business Plan is designed to serve as a record of the relationship of the signatories beginning July 1, 2005 through June 30, 2006. The period of relevance for each Partner will commence upon the date of that Partner's signature or upon the date of commencement of the Business Plan. A review of the Business Plan will be conducted annually for modification and/or amendment. Upon agreement by the Partners, the Business Plan will be renewed for each State Fiscal Year period based on the annual reviews and subsequent modification and/or amendment.

**Chief Local Elected Officials:**

\_\_\_\_\_  
Lucas County Board of County Commissioners      Date  
Tina Skeldon-Wozniak, President


\_\_\_\_\_  
Lucas County Board of County Commissioners      Date  
Margaret B. Thurber, Member

\_\_\_\_\_  
Lucas County Board of County Commissioners      Date  
Peter Gerken, Member

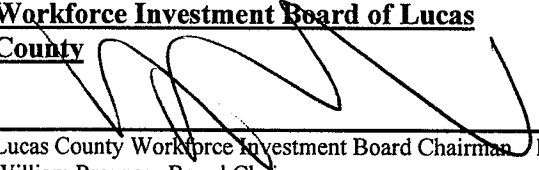
**Regional Council of Governments**

\_\_\_\_\_  
Representative of TMACOG      Date  
Kathy Mehl, Representative Regional Council of Governments

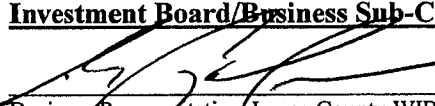
**Local Workforce Investment Board: CEO**

 \_\_\_\_\_  
Lucas County Workforce Investment Board      Date 2/23/05  
William Willis, CEO

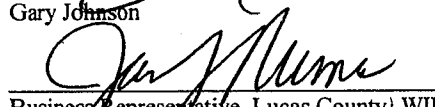
**Workforce Investment Board of Lucas  
County**

 \_\_\_\_\_  
Lucas County Workforce Investment Board Chairman      Date  
William Brennan, Board Chairman

**Investment Board/Business Sub-Committee Chairs**

  
Business Representative, Lucas County WIB  
Gary Johnson

2-23-05  
Date

  
Business Representative, Lucas County WIB  
Jan Ruma


2-25-05  
Date

Business Representative, Lucas County WIB  
Ann Okuley

Date

**WIA Title IV Program**

**(Vocational Rehabilitation Services)**

  
Representative, ORSC

2-24-05  
Date

Ann Okuley, Ohio Rehabilitation Services Commission

**Older Americans Act Title V**

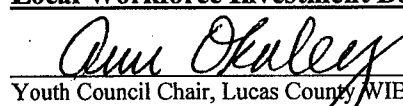
**(Senior Community Service Employment Program)**

  
Representative Lucas County Experience Works

2/25/05  
Date

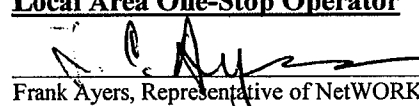
Doris Beach, Representative Title V Recipient

**Local Workforce Investment Board/Youth**

  
Youth Council Chair, Lucas County WIB  
Ann Okuley

2-24-05  
Date

**Local Area One-Stop Operator**

  
Frank Ayers, Representative of NetWORK,  
Lucas Co. One-Stop Operator

2/24/05  
Date

**Local Area WIA Fiscal Agent**

Office of Management & Budget  
John Zeitler

Date

**WIA Title I Programs**

**(Adult, Dislocated, Youth)**

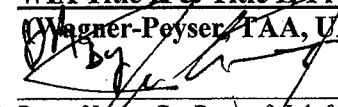
  
Representative of Workforce Development

2/23/05  
Date

Eric Walker, Representative of Workforce Development

**WIA Title II & Title II Programs**

**(Wagner-Peyser, TAA, UI, Reemployment Services, Veterans E&T)**

  
Rep. of Lucas Co. Dept. of Job & Family Services

2-22-05  
Date

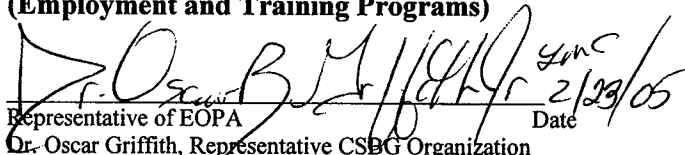
John Trött, Director of Local Operations, Ohio Department of Jobs and Family Services

**(Ohio Works First, Prevention/Retention/Contingency Programs)**



Rep. of Lucas Co. Dept. of Job & Family Services Date  
Isaac Palmer, Representative County Dept. of ODJFS

**Community Services Block Grant (CSBG)**  
**(Employment and Training Programs)**

  
Date 2/23/05

Representative of EOPA  
Dr. Oscar Griffith, Representative CSBG Organization

**Housing & Urban Development (HUD)**  
**(Employment and Training Programs)**

Representative Lucas Metropolitan Housing Authority Date  
Lawrence E. Gaster, Representative HUD E&T Recipient

**Welfare-to-Work Programs**  
**(Social Security Act Section 403(a)(5))**

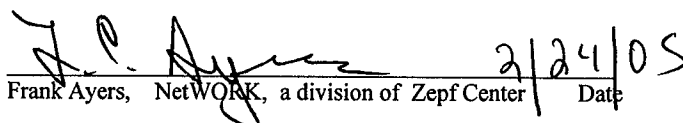
N/A for Lucas County Ohio  
Name, representative agency Date

**Other WIA Title I Programs**  
**(Job Corps, Native American Program, Migrant/Seasonal Farm Worker, Veteran's Workforce, National Emergency Grant, Demonstration Pilot Programs)**

Representative, Job Corps Date  
Larry Bennett, Director CC/OA CTS DEL-JEN INC representative, Job Corps/CCC Grantee

**Non-Required One-Stop System Partners**

Name, Economic Development representative agency Date

  
Date 2/24/05

Frank Ayers, NetWORK, a division of Zepf Center Date

Representative, The University of Toledo  
 William Decatur, Executive Vice President and Chief Operating Officer  
 Representative Educational Entity-Voc. Ed

Representative, Owens Community College	Date
Christa Adams, President Owens CC,	
Representative Local Ed. Entity-Voc. Ed.	

Representative Toledo Public Schools	Date
Eugene T. W. Sanders, Superintendent TPS, Education Entity Adult Ed.-Voc Ed.	

Representative, Toledo Public Schools Date  
James Fortlage, Treasurer TPS, Educational Entity-Voc.Ed.

Representative Washington Local Schools	Date
Michael W. Carmean, Superintendent, Representative Education Entity-Literacy,	

Representative, Sylvania City Schools Date  
Bradley Rieger, Ph.D., Superintendent, Local Ed. Entity-Literacy

Representative, Oregon Career & Technology Center Date  
Betty Carstensen, Oregon Board of Education President Local Ed. Entity

Representative Penta Career Center Date  
Fred Susor, Superintendent, Representative  
Local Ed. Entity-Youth Provider



**Lucas County Partner Contact and Site Information Area # 9**

**I. Required One-Stop System Partners:**

**Chief Local Elected Official(s)**

Name: Commissioner Tina Skeldon-Wozniak, President  
Address: One Government Center , Ste 800, Toledo, OH  
Phone: 419-213-4314  
E-mail: [tswozniak@co.lucas.oh.us](mailto:tswozniak@co.lucas.oh.us)  
Local Contact Person:

Name: Commissioner Peter Gerken  
Address: One Government Center, Ste 800 Toledo, OH  
Phone: : 419-213-4123  
E-mail: [pgerken@co.lucas.oh.us](mailto:pgerken@co.lucas.oh.us)  
Local Contact Person:

Name: Commissioner Margaret B. Thurber  
Address: One Government Center, Ste 800 Toledo, OH  
Phone: 419-213-4220  
E-mail: [mbthurber@co.lucas.oh.us](mailto:mbthurber@co.lucas.oh.us)  
Local Contact Person:

**Local Workforce Investment Board**

Chair Name: William Brennan  
Address: 807 Lime City Rd, Rossford, OH 43460  
Phone: 419-241-3601 ext 222  
E-mail: [Wbrennan@cccouncil.com](mailto:Wbrennan@cccouncil.com)  
Local Contact Person:

**WIA Grants Fiscal Agent**

Name: Lucas County OMB  
Address: One Government Center, Ste 800 Toledo, OH  
Phone:  
E-mail:  
Local Contact Person: Bridget Kabot

**WIA Programs Administrative Entity**

Name: Workforce Development Agency  
Address: 1301 Monroe Street  
Phone: (419) 213-6300  
E-mail: [ejwalker@co.lucas.oh.org](mailto:ejwalker@co.lucas.oh.org)  
Local Contact Person: Eric Walker

**Local System One Stop Operator**

Name: Zepf/NetWORK  
Address: 1301 Monroe Street, Toledo, OH  
Phone: (419) 213-6350  
E-mail: [Gebers\\_C@thetoledonetwork.com](mailto:Gebers_C@thetoledonetwork.com)

Local Contact Person: Craig Gebers

**WIA Title I Programs**

**(Adult, Dislocated, Youth)**

Name: Workforce Development Agency

Address: 1301 Monroe Street

Phone: (419) 213-6300

E-mail: ccordova@co.lucas.oh.org

Local Contact Person: Colette Cordova

**WIA Title II Program(s)**

**(Adult Education and Family Literacy)**

Name: Oregon Career & Technology Center

Address: 5721 Seaman Road ,Oregon, OH Phone: 419) 693-0668

E-mail: orhs\_sdb@nwoca.org

Local Contact Person: Steve Bialorucki

Name: Owens Community College

Address: PO Box 10,000 Tracy Road  
Toledo, OH

Phone: (419) 661-7425

E-mail: lstacy@owens.edu

Local Contact Person: Linda Stacy

Name: The University of Toledo

Address: 2801 W. Bancroft

Toledo, OH 43606

Phone: (419) 530-5721

E-mail: chender@utnet.utoledo.edu

Local Contact Person: Chris Henderson

Name: Toledo Public Schools

Address: 1602 Washington Ave.

Toledo, OH 43624

Phone: (419) 249-8211

E-mail: Nichola.Smitley@tps.org

Local Contact Person: Nichola Smitley

Name: Penta County Adult & Continuing  
Education

Address: 30095 Oregon Road

Perrysburg, OH 43551

Phone: 419) 661-6502

E-mail: Kwhitlatch@pentanet.K12.oh.us

Local Contact Person: Kevin Whitlatch

**WIA Title II Program(s) (Continued)**  
**(Adult Education and Family Literacy)**

Name: Sylvania Public Schools  
Address: 6850 Monroe Street, Sylvania, OH 43560  
Phone: 419-824-8539  
E-mail: sybu\_aca\_jf@nwoca.org  
Local Contact Person: Janet French

**WIA Title III Programs**  
**(Wagner-Peyser, TAA, UI, Reemployment Services, Veterans E&T)**

Name: ODJFS  
Address: 1301 Monroe Street  
Phone: 419-213-6380  
E-mail: mdoyle@odjfs.state.oh.us  
Local Contact Person: Mike Doyle

**WIA Title IV Program**  
**(Vocational Rehabilitation Services)**

Name: Ohio Rehabilitation Services Commission  
Address: 5533 Southwyck #100 Toledo, OH  
Phone: 419-866-5775  
E-mail: Ann.Okuley@rsc.state.oh.us  
Local Contact Person: Ann Okuley

**Older Americans Act Title V**  
**(Senior Community Employment Services)**

Name: Experience Works  
Address: 615 Cherry Street, Toledo, OH  
Phone: 419-255-7102  
E-mail: db@bright.net  
Local Contact Person: Doris Beach

**Carl Perkins Vocational & Applied Technology Education Act**  
**(Post Secondary Voc Ed)**

Name: Owens Community College  
Address: PO Box 10,000 Tracy Road  
Toledo, OH  
Phone: (419) 661-7425  
E-mail: lstacy@owens.edu  
Local Contact Person: Linda Stacy

Name: The University of Toledo  
Address: 2801 W. Bancroft  
Toledo, OH 43606  
Phone: (419) 530-5721  
E-mail: chender@utnet.utoledo.edu  
Local Contact Person: Chris Henderson E-mail:

**Carl Perkins Vocational & Applied Technology Education Act  
(Post Secondary Voc Ed) (Continued)**

Name: Toledo Public Schools  
Address: 1602 Washington Ave.  
Toledo, OH 43624  
Phone: (419) 249-8211  
E-mail: Nichola.Smitley@tps.org  
Local Contact Person: Nichola Smitley

**TANF**

**(Ohio Works First, Prevention/Retention/Contingency Programs)**

Name: Lucas County Jobs and Family Services  
Address: 3210 Monroe Street, Toledo, OH  
Phone: 419-213-8801  
E-mail: palmeri@odjfs.state.oh.us  
Local Contact Person: Isaac Palmer

**Community Services Block Grant (CSBG)  
(Employment and Training Programs)**

Name: EOPA  
Address: 505 Hamilton, Toledo, OH  
Phone: 419-242-7304  
E-mail: Ogriff@EOPA.org  
Local Contact Person: Oscar Griffith

**Housing & Urban Development (HUD)  
(Employment and Training Programs)**

Name: LMHA  
Address: 435 Nebraska Ave. Toledo, OH  
Phone: 419-259-9432  
E-mail: drose@LucasMHA.org  
Local Contact Person: Libby Drose

**Welfare-to-Work Programs**

**(Social Security Act Section 403(a)(5))**

Name: Lucas County Jobs and Family Services  
Address: 3210 Monroe Street, Toledo, OH  
Phone: 419-213-8801  
E-mail: palmeri@odjfs.state.oh.us  
Local Contact Person: Isaac Palmer

**Other WIA Title I Programs**

**(Job Corps, Native American Program, Migrant/Seasonal Farm Worker, Veteran's  
Workforce, National Emergency Grant, Demonstration Pilot Programs)**

Name: Job Corps

Address: 1301 Monroe St. Toledo, OH  
Phone: 419-213-5627  
Local Contact Person: Tim Chambers

## **Local Workforce Investment Board Business Members**

Name: Marvin Belknap Jr. – Competitive Home Properties  
Address: 630 Ann Marie Court, Oregon, OH 43616  
Phone: 419-697-4357  
E-mail: [mbelknap697@sbcglobal.net](mailto:mbelknap697@sbcglobal.net)

Name: Kathy Brentlinger—Senior Care Management  
Address: 3501 Executive Pkey. Toledo, Oh 43606  
Phone: 419-578-7000  
E-mail: [kbrentling@aol.com](mailto:kbrentling@aol.com)

Name: Daniel Briones—Armstrong Mechanical Service  
Address: 3648 Rockland Cr, Mulberry, OH 43447  
Phone: 419-666-1400 ext 273  
E-mail: [dbriones@amsba.com](mailto:dbriones@amsba.com)

Name: Crystal Dixon, Sure Laces, Inc  
Address: c/o Medical College of Ohio, 3065 Arlington Ave.  
Toledo, OH 43614  
Phone: 419-383-6750  
E-mail: [cdixon@mcop.edu](mailto:cdixon@mcop.edu)

Name: David Dmytryka—Dmytryka Jacobs Engineers —  
Address: 28535 Glenwood Rd Perrysburg, Oh 43551  
Phone: 419-662-9001  
E-mail: [dwd0922@aol.com](mailto:dwd0922@aol.com)

Name: Jim Fry, Fry Heating  
Address: 1909 Tremainsville Rd. Toledo, OH 43613  
Phone: 419-472-1106  
E-mail: [fryheating@att.net](mailto:fryheating@att.net)

Name: Joanne Gall, Attorney at Law  
Address: 2828 W Central Ave. Suite #9 Toledo, OH 43606  
Phone: 419-474-5678  
E-mail: [joannefgall@cooper.net](mailto:joannefgall@cooper.net)

Name: Roosevelt Gant, R. Gant, LLC  
Address: 111 Wamba Ave Toledo OH 43607  
Phone: 419-327-4382  
E-mail: [roosvelt.gant@buckeye-express.com](mailto:roosvelt.gant@buckeye-express.com)

Name: Stacy Hammer, Manpower  
Address: 114 M Summit St. Toledo, OH 43604  
Phone: 419-242-6725  
E-mail: [stacy.hammer@na.manpower.com](mailto:stacy.hammer@na.manpower.com)

Name: Tom Herman, Herman Consulting  
Address: 5539 Sturbridge Rd. Toledo, OH 43623  
Phone: 419-283-9005  
E-mail: [therman@hermanconsultingllc.com](mailto:therman@hermanconsultingllc.com)

Name: Paul Hubbard, Toledo Restaurant Group  
dba Church's Chicken

Name: Bob Maxwell  
Address: 86 E. Back Bay Road Bowling Green  
Phone: 419-823-3272  
E-mail: [rkmaxwell@adelphia.net](mailto:rkmaxwell@adelphia.net)

Name: Zalmi Roashan  
Address: 2204 Reynolds Rd Toledo, OH  
Phone: 419-539-7110  
E-mail: [zroashan@hotmail.com](mailto:zroashan@hotmail.com)

Name: Ron Rothenbuhler, United Brotherhood of  
Carpenters  
Address: 9278 E. Arena Dr. Rossford, OH  
Phone: 419-893-2317  
E-mail: [rrothenbuhler@ovrcc.com](mailto:rrothenbuhler@ovrcc.com)

Name: Jan Ruma, Hosp. Counc. of NW Ohio  
Address: 3231 Central Park West Dr #200  
Phone: 419-842-0800  
E-Mail: [jruma@hcno.org](mailto:jruma@hcno.org)

Name: Bruce Rumpf, Job 1 USA  
Address: 701 Jefferson Ave Toledo, OH 43624  
Phone: 419-259-5611 ext 1150  
E-mail: [brumpf@job1usa.com](mailto:brumpf@job1usa.com)

Name: Dale Shreve, Harbor Behavior Healthcare  
Address: 4334 Secor Rd Toledo, OH  
Phone: 419-479-3233  
E-mail: [Dshreve@harbor.org](mailto:Dshreve@harbor.org)

Name: Gregg Simon, Jones & Henry Engineers Ltd.  
Address: 2000 W. Central Ave. Toledo, OH  
Phone: 419-473-9611  
E-mail: [gjsimon@jheng.com](mailto:gjsimon@jheng.com)

Name: Olivia Summons, Sunoco, Inc.  
Address: P.O. Box 920 Toledo, OH 43697  
Phone: 419-698-6910  
E-mail: [oksummons@sunocoinc.com](mailto:oksummons@sunocoinc.com)

Name: Yassine Yassine, Page Plus Cellular  
Address: 1664 Brownstone Blvd #433, Toledo, OH  
Phone: 419-382-8603 ext 305  
E-mail: [vassineyassine@hotmail.com](mailto:vassineyassine@hotmail.com)

Area 9 WIBLC Business Plan  
January 2005

Address: 4337 Woodbriar Toledo, OH 43623  
Phone: 419-450-5658  
E-mail: [alpharestuarantgroup@hotmail.com](mailto:alpharestuarantgroup@hotmail.com)

### **Local Workforce Investment Board Business Members (Continued)**

Name: Marisol Ibarra, Alliance of Construction Professionals  
Address: 1845 Collingwood Blvd Toledo, OH 43624  
Phone: 419-241-3601 ext 232  
E-mail: [bgmarisol@yahoo.com](mailto:bgmarisol@yahoo.com)

Name: Gary Johnson, Allstate Agency  
Address: 8964 Linden Lake Rd Sylvania, OH 43560  
Phone: 734-457-0800  
E-Mail: [garrickpjohnson@earthlink.net](mailto:garrickpjohnson@earthlink.net)

Name: Victoria Kamm, Thermal Engineering  
Address: 2022 Adams Street Toledo, OH 43624  
Phone: 419-244-7781  
E-Mail: [vmila,@buckeyeexpress.com](mailto:vmila,@buckeyeexpress.com)

Name: Wun Jung Kim, Koberacker Center Medical College of Ohio  
Address: 3130 Glendale Ave. Toledo, OH 43614  
Phone: 419-383-3815  
E-Mail: [wjkim@mco.edu](mailto:wjkim@mco.edu)

Name: Mark Kruse, Danberry Realtors  
Address: 3242 Executive Parkway  
Phone: 419-531-4431  
E-Mail: [MHK49@aol.com](mailto:MHK49@aol.com)

### **Non-Required One-Stop System Partners**

(i.e., Chambers of Commerce, Community Action Agencies, Economic Development Agencies, Business entities, Mental Health Agencies, Faith-Based Organizations, Refugee and Immigrant Services, DOL grantees, Employment Agencies)

Name: NetWORK a division of Zepf Center  
Address: 6605 W. Central Ave. Toledo, OH 43617  
Phone: 419-841-7701  
e-mail:  
Local Contact Person: Frank Ayers

**II. Local One-Stop System Sites:** The following sites are the locations for delivery of service for the above identified local One-Stop System:

### **Level 2 (Full-Service Comprehensive Services Designated Site)**

Name: The Source, Northwest Ohio  
Address: 1301 Monroe Street, Toledo, OH 43624

### **Level 1 (Services provided by 3 or more programs with a fully functional Resource Room)**

Name: Lucas County                      Area 9                      Currently, does not have any Level 1 sites

## ***Section II: General Overview***

Lucas County, population 456,500, is a large urban area in Northwest Ohio, bordering the Ohio counties of Wood, Fulton and Ottawa, and Monroe County in Michigan. The majority of its residents are located in Toledo, Ohio. Although it has seen its population decrease by 11% since 1980, Toledo, with a population of 313,959, is still the fourth largest city in Ohio.<sup>i</sup>

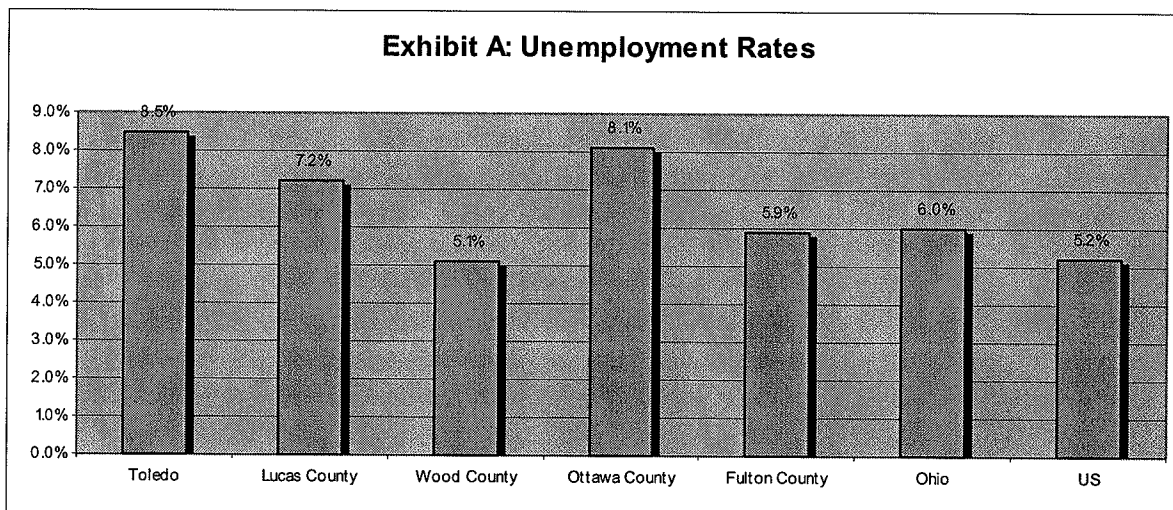
Among the assets of Lucas County are its abundant healthcare and quality educational systems as well as proximity to major interstate highways, waterways, and airports. Throughout the County, new development projects and investment initiatives continue to enhance the area's business and industry base and technology resources are also readily available to companies in Northwest Ohio.

Partnerships between area businesses and Universities are providing ready access to resources and leading edge research in such areas as photochemical sciences, solar, wind and other alternative energy sources, and polymer sciences. This working relationship gives businesses the resources to develop new technology-based jobs for Northwest Ohio. In 2004, Daimler Chrysler announced a \$535 million capital investment to expand the Toledo Jeep facility and create an onsite supplier park that will include three new companies. The project is working to attract KUKA (Jeep), Hyundai Mobis (Jeep) and Haden (Jeep) to the supplier park. When combined with Daimler, it is estimated that 3,800 workers will be needed in the body welding shop, paint shop and chassis assembly line.<sup>ii</sup>

Lucas County has experienced difficult times over the last several years and the national economic recovery has been slow to impact this area. Since July 2000, more than 50 Lucas County companies have downsized or closed, resulting in layoffs for over 9,000 workers. The majority of the workers have been from manufacturing companies.

A major ongoing issue with these workers is that many of them had enjoyed "low-skill, high-wage" jobs in union manufacturing and retail companies. These jobs no longer exist. The Lucas County Workforce Development Agency (WDA), through the WIA program and additional state Rapid Response grants, has spent millions of dollars to help meet the employment and training needs of these workers.<sup>iii</sup> Many of these workers received an occupational skills training through ITAs. Follow-up is continuing to clarify the level of re-employment that has occurred from these investments

As of December 2004, Lucas County's total workforce numbered 223,300, down only 700 persons from the beginning of the year. The unemployment rate for the County moved from 8.7% in January down to 6.6% and the end of December. It should be noted, however that 12,100 of the 14,800 persons registered as unemployed throughout Lucas County were residents of the City of Toledo. In addition, unemployment numbers in Ohio have in general also remained high as opposed to the rest of the United States.<sup>iv</sup>



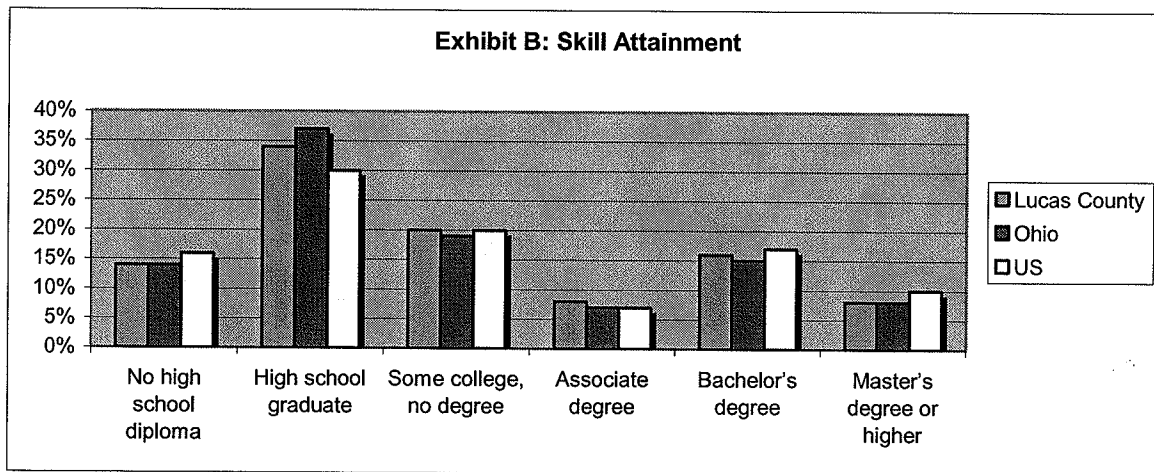
### Lucas County Labor Force

The workforce demographics of Lucas County demonstrate the wide diversity of its citizens. In general, 25-30% of all workers are affiliated with traditionally blue-collar occupations with similar proportions connected to professional and executive occupations. Approximately 45% of workers are attached to sales, administrative support and service occupations. The proportion of blue-collar workers between the ages of 45 to 54 years rose slightly in the 1990s, with an attendant slight decline in the proportion of blue-collar workers between the ages of 35 and 44.<sup>v</sup> In-depth demographic information requires some analysis of skill attainment levels, age, race, socio-economic factors, and other barriers to successful employment.

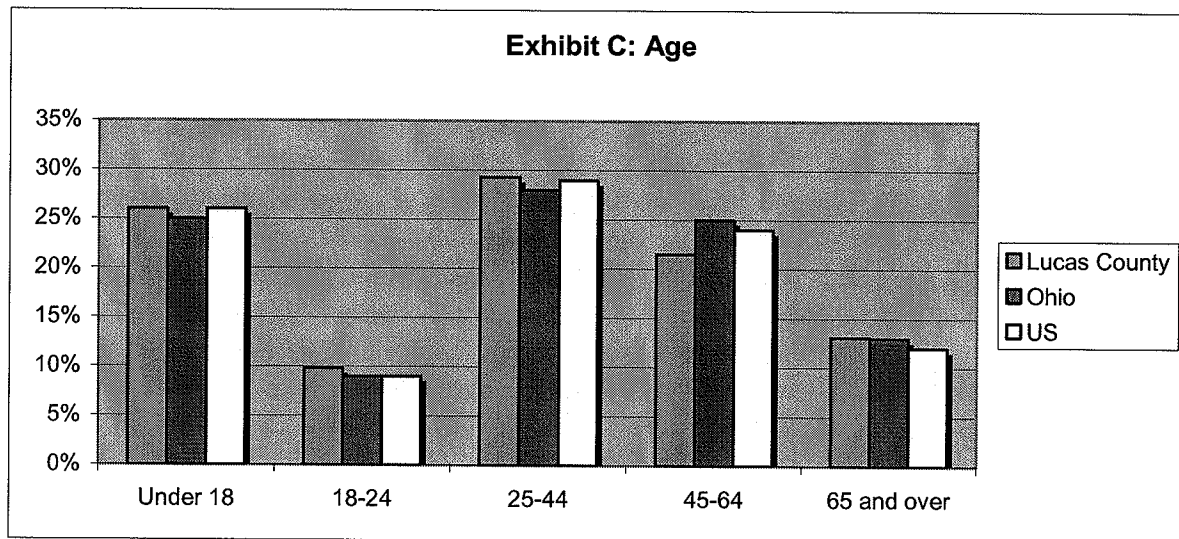
**Skill attainment:** Lucas County has a higher high school drop out (17.1%) rate than the average in the State of Ohio (14%), which is probably due to its urban environment. More Lucas County residents who do graduate, however, go on to receive additional education and training, ranking above the State average in some college and students receiving Associate Degrees. Lucas County is again behind the State average for persons with Bachelor's Degrees and higher.<sup>viii</sup>



I.

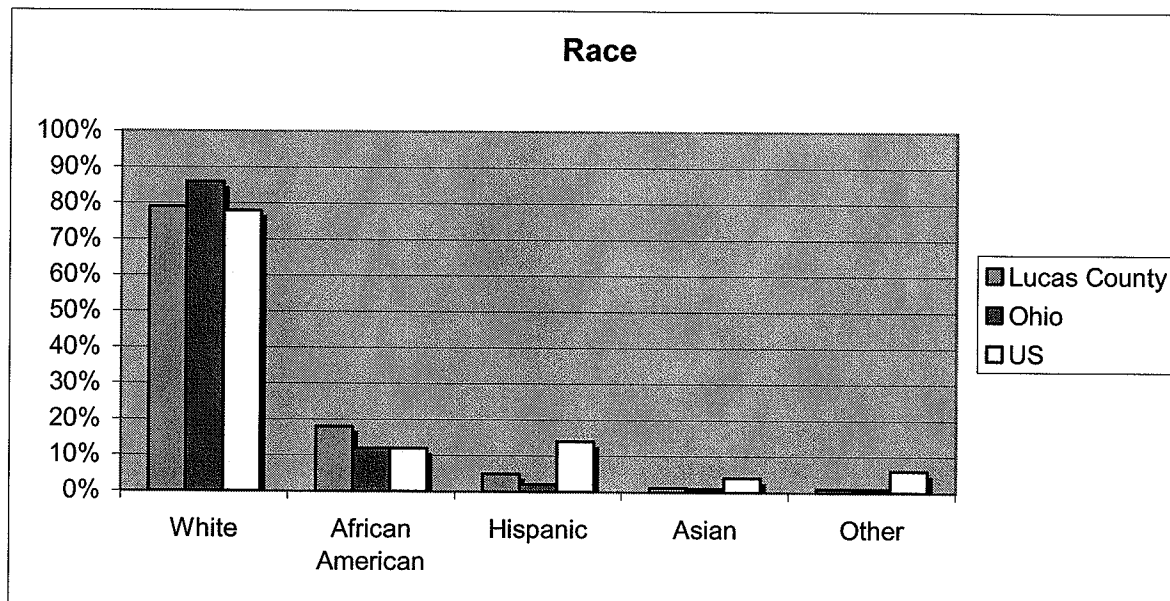


**Age:** When looking at age distribution, Lucas County is consistent with state and national averages. In Lucas County, 60.6% of residents are age 18-64, compared to a state and national average of 62% and 13% of residents are 65 and older. Lucas County is lower than state and national averages for “Baby Boomers,” (ages 45-64) coming in at 21.5%, compared to a state average of 25% and national average of 24%. This indicates a comparatively younger workforce in place.<sup>viii</sup> There will still be a larger than normal number of retirees in a wide variety of professions that will create many opportunities for “replacement jobs” in the local market area.

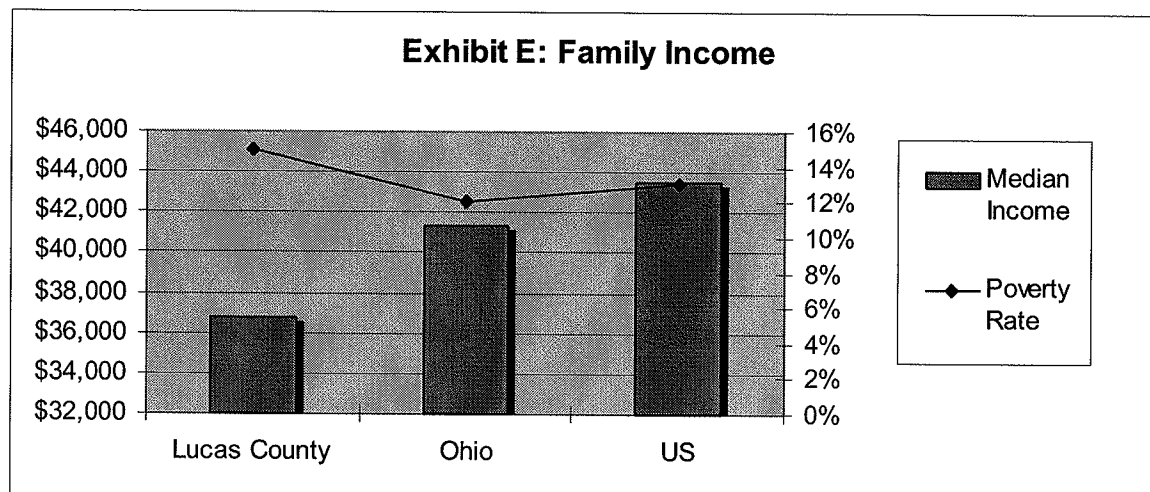


**Race:** Lucas County is racially diverse: Compared to the state of Ohio, Lucas County has fewer White residents, and a substantially higher percentage of African-American residents. In comparison to national racial demographics, Lucas County has a similar percentage of White population (74%), along with substantially higher African-American population (16.8%, versus 11.5% statewide). Hispanics, who can be of any race,

identified themselves as such at the rate of 5% in Lucas County, 2% in the state of Ohio, and 14% nationally.<sup>ix</sup>



**Family Income:** Median Family Income in Lucas County is slightly lower than state and national averages (\$39,499). Additionally, Lucas County also has a significantly higher poverty rate (14% vs. a statewide rate of 11%). These numbers can be directly attributed to the higher level of unemployment present in the urban core of the county. It must also be noted, however, that 40% of all households in Lucas County who live below the poverty level are female single-parent families, compared to 29% statewide and 28% nationally.<sup>x</sup>



## II Business in Lucas County

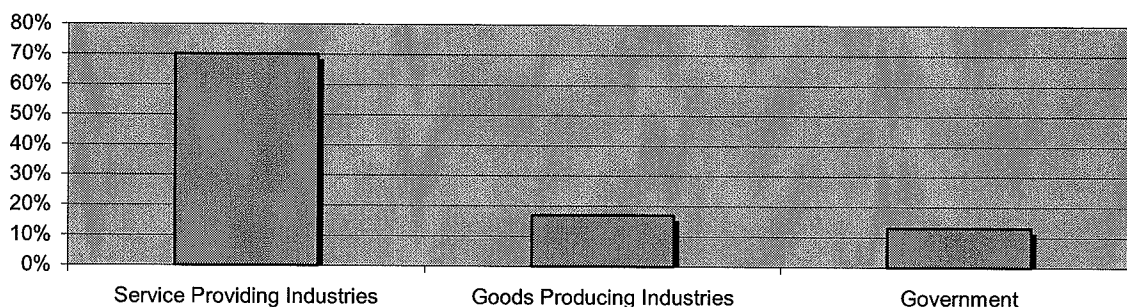
As of December 2004 the Lucas County workforce was estimated at 223,300 and is employed in goods-producing industries (30%) and service-producing industries (70%). Statewide industry averages place goods-producing industries at 20% and service producing at 80%. Based on industry projections, the greatest opportunities for replacing existing workers are likely to be found in the trade, transportation and utilities, government, educational and health services, and professional and business services. Seventy-five percent (75%) of all Lucas workers are employed within these four industries.<sup>xi</sup> Manufacturing provides 12% of all total jobs, and although it tends to be highly affected by economic downturns there is still significant economic investment in this industry in Lucas County.

During the period from 2000-2010, Lucas County is projected to create about 38,300 jobs. Service-producing jobs will account for virtually all of the job growth. About one-fourth of these jobs will be generated by employment growth (new jobs). The remaining three-fourths will result from the need to replace existing workers who will leave the labor market upon retirement (replacement jobs). Therefore, declining occupations will continue to provide opportunities for employment, although job prospects are not as favorable as in growing occupations.<sup>xii</sup>

Specific occupations projected to be in high demand in Lucas County over the next decade include healthcare occupations (especially nursing), technical occupations, transportation occupations (especially truck drivers), skilled manufacturing trades, and service occupations (especially retail/hospitality). These occupations require a wide range of skills sets.

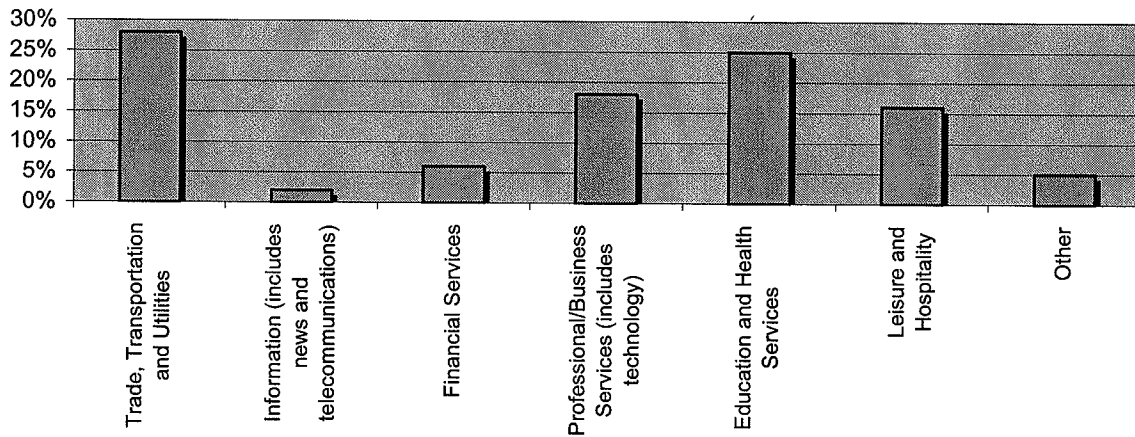
**Total employment:** Lucas County, as the Exhibit illustrates, consists of Service Providing Industries (70%), Goods Producing Industries (17%), and Government (13%).

**Exhibit F: Total Employment**



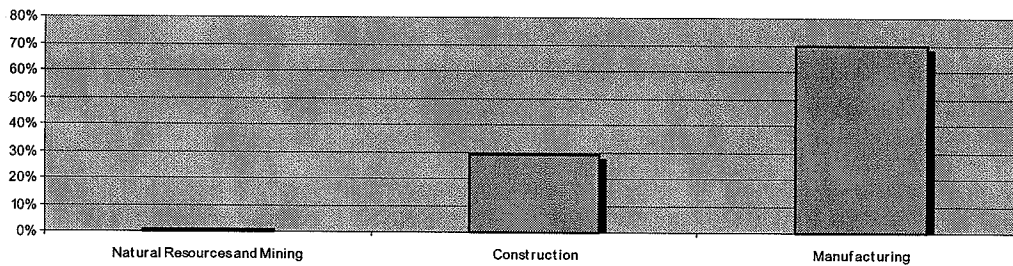
**Service Producing Industries:** The major service producing industry is Trade, Transportation and Utilities (28%); followed by Education and Health Services (25%), Professional and Business Services (18%), Leisure and Hospitality (16%), and Financial Services (6%).

**Exhibit G: Service Producing Industries**



**Goods Producing Industries:** The majority of jobs are in manufacturing (70%) with construction accounting for 29% of goods producing jobs.

**Exhibit H: Goods Producing Industries**



The following list identifies major employers in the Greater Toledo Metropolitan area. Some of the companies listed are international businesses (\*), and the employee count includes the entire workforce of that organization. Large companies, in addition to having workers dedicated to fulfilling their main line of business, also typically employ an assortment of support positions. Such support positions are likely to include jobs in finance, clerical support, information technology, maintenance, etc. This list represents a broad spectrum of industries that covers both the service and manufacturing industries.<sup>xiii</sup>

## Exhibit I

Company Name	City	Estimated Employees	Products or Services
Dana Corporation *	Toledo	45,000	Automobile parts manufacturer
Owens-Illinois, Inc *	Toledo	29,800	Glass container manufacturer
Owens Corning *	Toledo	18,000	Fiberglass manufacturer
ProMedica Health Care, Inc.	Toledo	10,739	Health Care System
Mercy Health Partners	Toledo	6,566	Catholic based hospital system
Daimler-Chrysler Corp.*	Toledo	5,583	Automobile manufacturer
Toledo Public Schools	Toledo	5,600	Educational system
Bowling Green University	Bowling Green	5,361	University educational system
The University of Toledo	Toledo	5,000	University educational system
Pilkington North America, Inc.*	Toledo	4,800	Manufactures glass products
Lucas County	Toledo	4,037	County government
GM Power Train*	Toledo	4,000	Manufactures car transmissions
Toledo Jeep Assembly	Perrysburg	3,850	Automobile manufacturer
Libbey Inc.*	Toledo	3,800	Tableware manufacturer
Kroger, Inc.	Toledo	3,721	Retail Grocer
HCR Manor Care Inc.*	Toledo	3,412	Health Care facilities
Medical College of Ohio	Toledo	3,300	Academic college – university
City of Toledo	Toledo	2,943	City government
The Andersons, Inc.*	Maumee	2,888	Buys & sells agricultural products
Therma-Tru Corp.*	Maumee	2,300	Exterior door manufacturer
United Parcel Service	Toledo	2,108	Mail delivery service

## Education and Training

Education must play a bigger role in the workplace in Lucas County. All employment categories that require at least post-secondary training are projected to grow faster than the 11% average for all occupations. Occupations that generally required long-term (over 12 months) on-the-job training are projected to grow the slowest, reflecting the fact that many production and manufacturing occupations will require post-secondary training as well.<sup>xiv</sup> Lucas County workforce development efforts will need to address the issue of training in order to ensure that, as industries require a higher level of skills (especially technical skills), the workforce is ready to meet these needs.

## ***Education and Training (continued)***

Lucas County has a total of 42 WIA Eligible Training Providers, which range from GED preparation to Post-Graduate education and training. For an overview of education and training options available, please refer to the list below:

### **Exhibit J**

4-Year Colleges	Bowling Green State University Lourdes College Spring Arbor College University of Toledo
2-Year Colleges	Southern Ohio College James Rhodes State College North Central State College Northwest State Community College, Owens Community College Terra Community College
Computer/Technical Training	Academy of Technical Studies Al-Win Training Area Office on Aging, Horizons Computer Training New Horizons Computer, Learning Center North Shore Innovations REH Systems WAF Technical Enterprises
Health Care Training	Mercy College of Northwest Ohio Medical College of Ohio Toledo Dental Academy Toledo School of Practical Nursing
Certification Programs	Certification Project, Davis College Herrons' Beauty College Hondros College Oregon Career and Technology Center, Professional Skills Institute Stautzenberger College Toledo Area Iron Workers Joint Apprenticeship Training TRAINCO Truck Driving School
Vocational Programs	Good Will Industries of Northwest Ohio EISC, Inc. Penta County Career Center Sales College of Northwest Ohio Washington Local Schools

*The Source* Northwest Ohio, the local one-stop system, works in coordination with other WIA-mandated employment and training partners, as well as voluntary partners and vendors, to meet the needs of present, emerging and future employers. The Source meets these needs, in part, through a combination of mandated and employer requested services provided by one-stop partners at The Source. Some of these organizations and services they provide include:

- **Vocational Assessments:** Lucas County Workforce Development Agency (WDA), Ohio Dept. of Job and Family Services (ODJFS)/Veteran Services, Lucas County Job and Family Services (LCJFS), Ohio Rehabilitation Services Commission (ORSC), NetWORK, Experience Works, Good Will Industries, Job Corps, Oregon Career and Technology Center, Owens Community College, Penta Career Center, Sylvania City Schools, Toledo City Schools, University of Toledo, and Washington Local Schools
- **Prevocational Training Services:** LCJFS, NetWORK, Arena of Life, Greater Toledo Urban League, Horizons Employment Service, On Demand!, Toledo Public Schools, Toledo Dental Academy, Owens Community College, Good Will Industries, Harbor Behavioral Healthcare, Oregon Career and Technology Center, Academy of Technical Studies, Lucas Metropolitan Housing Authority (LMHA), Experience Works, and Job Corps
- **Basic Skills Enhancement:** Lucas County Educational Services Center, Oregon Career and Technology Center, Owens Community College, Penta Career Center, Sylvania City Schools, Toledo City Schools, University of Toledo, and Washington Local Schools
- **Labor Exchange Services:** WDA, ODJFS, along with a variety of private staffing companies, including Job 1 USA, MANPOWER, Cardinal Staffing, Corporate Intelligence Services, A Plus Staffing, and Liberty Staffing
- **Targeted Job Development Services/Placement Assistance:** NetWORK, WDA, LCJFS, Arena of Life, Greater Toledo Urban League, Horizons Employment Service, On Demand!, Toledo Public Schools, Toledo Dental Academy, Owens Community College, Good Will Industries, Harbor Behavioral Healthcare, Oregon Career and Technology Center, Academy of Technical Studies, Lucas Metropolitan Housing Authority (LMHA), ORSC, Experience Works, and Job Corps
- **Job Coaching:** NetWORK, ORSC, LCJFS, Arena of Life, Greater Toledo Urban League, Horizons Employment Service, On Demand!, Toledo Public Schools, Toledo Dental Academy, Owens Community College, Good Will Industries, Harbor Behavioral Healthcare, Oregon Career and Technology Center, and Academy of Technical Studies

- **Work Experience Programs:** NetWORK, ORSC, Arena of Life, Greater Toledo Urban League, Horizons Employment Service, On Demand!, Toledo Public Schools, Toledo Dental Academy, Owens Community College, Good Will Industries, Harbor Behavioral Healthcare, Oregon Career and Technology Center, and Academy of Technical Studies
- **On-the-Job Training (OJT) and Customized Training (CUST) Programs:** WDA, ORSC, and Experience Works

## SOURCES CITED

- <sup>i</sup> *American Community Survey Profile 2003*, United States Census. See [www.census.gov/acs/www/Products/profiles](http://www.census.gov/acs/www/Products/profiles).
- <sup>ii</sup> *Toledo Metropolitan Statistical Area Labor Market Profile*, Ohio Rehabilitation Services Commission, December 20, 2004.
- <sup>iii</sup> *Rapid Response Activity Summary*, Lucas County Workforce Development Agency, December 2004.
- <sup>iv</sup> *Civilian Labor Force Estimates*, November 2004, Bureau of Labor Market Information, Ohio Department of Job and Family Services.
- <sup>v</sup> *Where Will the Next Jobs Be? A Study in the Context of Occupations in Northwest Ohio, June 2002*. Urban Affairs Center, The University of Toledo.
- <sup>vi</sup> *Lucas County Profile*, Ohio Workforce Informer, Ohio Department of Job and Family Services. See [www.ohioworkforceinformer.org](http://www.ohioworkforceinformer.org).
- <sup>vii</sup> US Census, *ibid*.
- <sup>viii</sup> US Census, *ibid*.
- <sup>ix</sup> US Census, *ibid*.
- <sup>x</sup> US Census, *ibid*.
- <sup>xi</sup> Ohio Rehabilitation Services Commission, *ibid*.
- <sup>xii</sup> *Ohio Job Outlook: NW Ohio*, February 2003, Labor Market Information, Ohio Department of Job and Family Services. See [www.ohioworkforceinformer.org/lmi](http://www.ohioworkforceinformer.org/lmi).
- <sup>xiii</sup> Ohio Rehabilitation Services Commission, *ibid*.
- <sup>xiv</sup> Ohio Department of Job and Family Services



### **Section III: Current Operations**

To assist in meeting the current and future workforce needs of the region, the Workforce Investment Board of Lucas County WIBLC is focusing on the creation of an environment and the development of a dialogue that brings together workforce development initiatives and economic development initiatives to spur business and job growth in the region. The WIBLC has brought together elected officials, employment services, education, training, business, economic development, and social services to begin that dialogue, and is identifying initiatives, such as joint business prospecting with the forthcoming Joint County-City Economic Development entity, that can be undertaken to strengthen linkages between workforce development tools (like customized and on-the-job training grants and economic development outreach in the region.

#### **One-Stop Services**

One of those initiatives embraced by The WIB is the opening of *The Source Northwest Ohio*, (Lucas County's One-Stop Center). Empowered by the WIBLC, *The Source* works with and under the direction of The WIB to be a catalyst and venue for the ongoing development and enhancement of a comprehensive workforce development system within Lucas County. The WIB envisions *The Source* to be, in a sense, the "hub" of the workforce system that engages various community employment services, training/education and social services organizations in a single location to create a seamless system that links this community workforce development system with economic development. *The Source* is becoming a focal point through which employers can meet their current and projected workforce needs, in terms of both employment opportunities and changing skill-set requirement. *The Source* is striving to provide Job Seekers the opportunity to identify and access the employment and training opportunities that will enable them to meet the needs of current and future employers, resulting in an adequate pool of skilled labor for present and future area employers.

The Source is the Lucas County's Level II One-Stop Center within the WIB. The location of the building is within the Toledo downtown corridor thus making it accessible to wide range of populations. This location has allowed for a wide range of partners on site providing an array of coordinated services. A good portion of partners continue to maintain other locations within the community that may become additional access points for coordinated workforce development efforts. The Job Seeker and Business Customer will be referred to these partners at their other locations when service and resources are not available within The Source building.

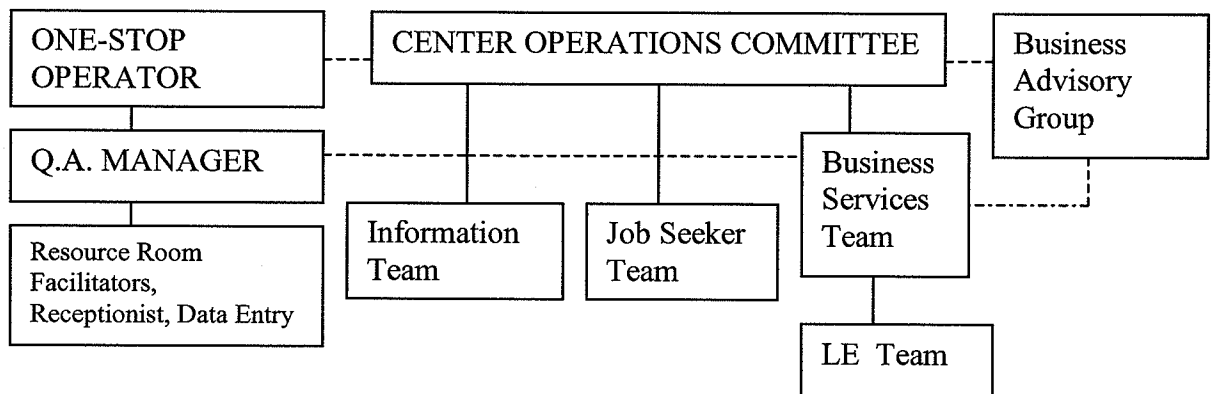
One of the major objectives of The Source, Northwest Ohio is to become a quality driven labor exchange and prescreening system for employers, becoming the employer's first choice for labor exchange and prescreening services. The Source will also become a valuable resource for employers to identify where they can locate the training and services to upgrade their current workforce as well provide technical assistance that enhances their business growth.

Another major objective for The Source is to be recognized as the authoritative source for information on career exploration, career planning, skill development needs, job placement services, and community services that can support an individual in attaining and maintaining employment. Within the first six months of operation, The Source has collected a wealth of information on training and education resources available in the community. It is vital that the region embrace the concept of life long learning and the importance of upgrading skills to compete in a global economy.

#### The Source Operations and Services

The Source partners have developed three (3) functional work teams that provide an avenue for all partner front line staff to develop, plan, implement and evaluate interventions that can assist the business and job seeker customer meet their needs. These three teams are responsible for providing recommendations to the Center Operations committee (made up of Partner Administrators) for service enhancement within their specific area of oversight. Please see the chart below (Chart 1 The Source Management Structure).

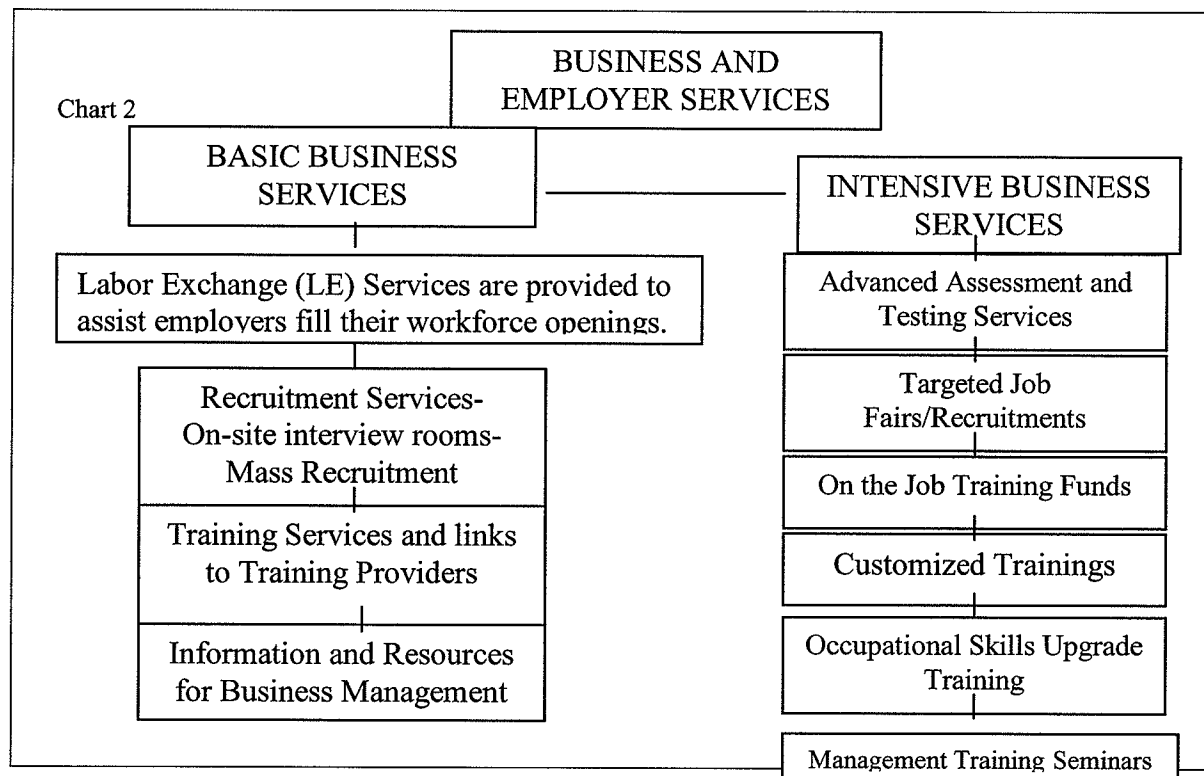
*Chart 1 THE SOURCE*  
Management Structure



Each team contributes to the daily operations of the One-Stop Center. Please see Attachment A (The Source Functional Team Summary) for more detail on the specific roles and functions of each team.

#### Business Services

A major focus of the WIBLC and The Source is to develop and enhance services for employers. The Business Services Functional Team has been developed to design a wide range of services and resources that can assist employers in meeting their workforce needs at the various general business cycles (Start Up, Growth, Stabilization and Decline). (Please see Attachment B Business Services Flow Chart) The partners are committed to providing the highest quality of business services possible. Chart 2 outlines the basic and intensive services The Source will provide to the business/employer community. The WIBLC, in conjunction with The Source partners and private business associations will utilize continuous quality improvement processes to evaluate service trends to determine how services need to be enhanced to meet the ever-changing needs of employers in the Northwest Ohio region.



Core Business Services for employers include recruitment services and training referral services.

Core Recruitment Services are available to assist employers fill their workforce openings.

*The Source* provides the following Recruitment Services:

Post Jobs Labor Exchange System	Provide on-site interview rooms
Prescreen applicants for employers	Provide Mass Recruitment for employers
Assess skill level of applicant	Job Fairs
Basic Pre-employment testing (Academic Levels, Typing Speeds)	

Core Training Referral Services are available to assist employers identify training resources in the community that may assist the employer further develop their workforce.

*The Source* staff will provide the following:

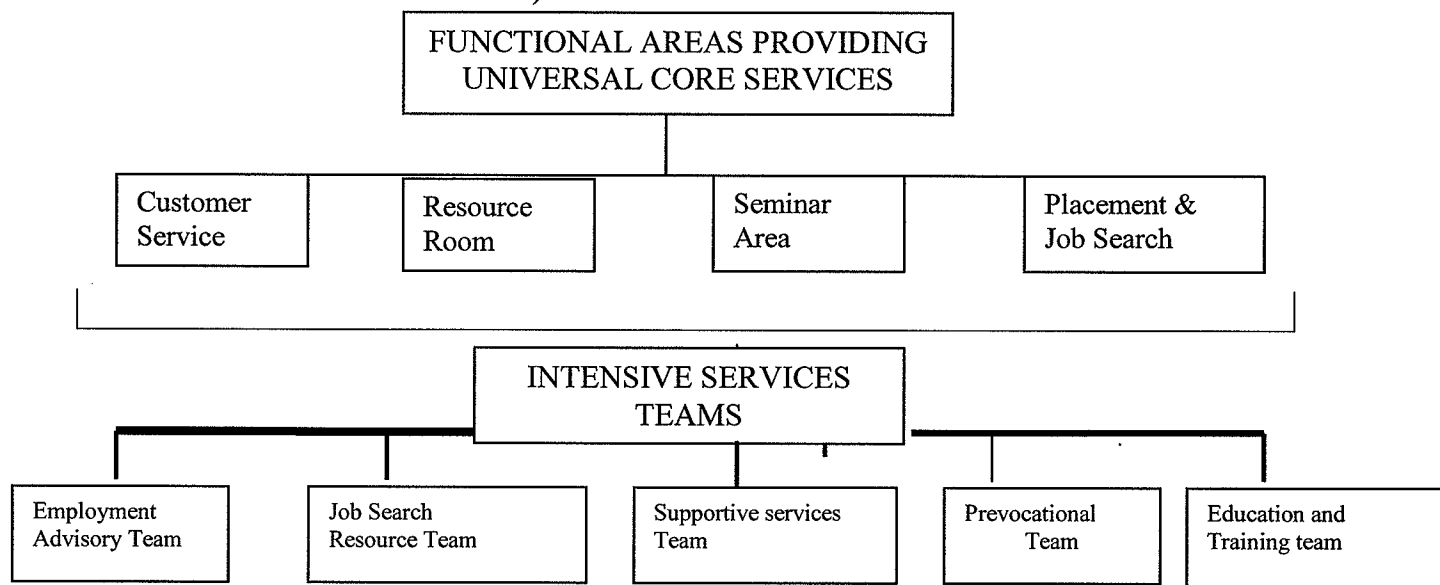
Complete employer training needs survey	Identify resources and tax incentives
Identify partners who can provide training	Identify other resources in the community

Intensive Services for Employers are those services the employer is willing to invest their resources to assist develop their workforce and assist the business progress. These Intensive Services are developed to assist employers fill their workforce openings. *The Source* provides the following intensive Services:

On the Job Training Funds	Job Fairs
Customized Training Contracts	Leadership Development Seminars
Advanced Pre-employment testing	Job Specific Skill Training

### Job Seeker Services

Core services for job seekers are self-service as well as limited staff-assistance. The resources and services are available to Job Seekers customers both employed and unemployed – who seek employment and training assistance through *The Source*. Please see Attachment C (Job Seeker Flow Chart) and Attachment D (The Source Customer Flow Chart: Job Seeker Services) for more detail. The services are outlined below:



The Customer Service and Information Area consist of friendly, knowledgeable staff that is responsible for providing professional customer service, and the collection and distribution of various data relating to the center. The Customer Service and Information Team provides the following customer service and information reporting within *The Source*:

Greet Customers in a Friendly Manner	Distribute Information about the Services
Triage Customers to Appropriate Area	Collect & Distribute Perform Information
Collect Data on Customers	Answer Telephone within Center

The Resource Room Area staff provides access to a variety of quality driven resources and services to the Job Seeker. These services and resources include the following:

System Orientation	Job Orders Posting
Access to Internet for Career Exploration	Labor Market Information
Access to Computer for Job Search	Information for Veterans Services:
Access for Computer Skill Development	Information on Disability Services
Registering for Automated Labor Exchange	Information on Partner Service
Information on Education Providers	Referrals to Community Resources
Demand Occupation Information	Access to Telephones for the Job Seeker
Information on Youth Services:	Access to Copiers and Fax machines
Referrals to Intensive Services	Local Newspapers and Trade Journals
Referral for Unemployment Compensation	Entrepreneur Information:

--	--

The Seminar Area provides informational seminars to assist the Job Seeker explore careers and enhance job search skills in the following areas:

Transferable Skills	Interview Skill Development
Career Exploration	Employment Applications
Resume Development	Scoti Hints
Writing Cover Letters	Job Connections

Core Job Search Area provides a variety quality driven job search services to the Job Seeker customer. The Job Search Team provides the following services and resources:

Resume Critique:	Scheduling Interviews for Job Seekers
Information on Job Search Techniques	Access to Job Orders

Intensive services are those services that can be provided by Staff to the subset of the customer population that is eligible for and can benefit from additional employment and training assistance. The functional area that provide the Intensive services are outlined below:

The Supportive Services Area provides the individual with linkages to various supports:

Automobile repair and payments	Clothing for a job start
Uniforms required on the job	Tools required on the job
Transportation such as bus tokens	Fees for pre-employment testing
Funding for short-term skill upgrades	Daycare expenses
Referral for Food Assistance	Referral for Assistance- housing/shelter

The Employment Advisory Area provides quality driven services and resources that will assist the Job Seeker customer progress toward their employment goal in the most efficient manner possible. Employment Advising encompasses a variety of areas including:

Eligibility Determination	Job Search Assistance
Comprehensive Assessment	Address Inappropriate Behaviors
Career and Vocational Guidance	Prescreen for Job Openings
Development of Employability Plan	Employment Follow Up Service
Linking Job Seekers to Training:	Linkage to Community Resources
Vocational Case Management	Supportive Services

The Intensive Job Search Area provides a variety quality driven job search services to the Job Seeker customer. The Job Search Team provides the following services:

Individualized Resume Development	Scheduling Interviews for Job Seekers
Mock Interviewing Practice	Mentoring of Job Search Techniques
Training on Job Search Techniques	Developing an Placement Action Plan
Transportation to Job Interviews	Access to a variety
Follow-up with Employers	Individual Targeted Job Development

The Prevocational Services Area provides a variety of services to customers that have barriers to employment. These pre-vocational services may include the following:

Basic academic skill enhancement	Basic Computers Upgrade
GED Prep	Customer Service Training

Work Experience Opportunity Training	Life Management Training
Work Adjustment & Readiness Training	Referral to Intensive community services
Intensive Job Readiness Training	Link customers to daycare
In depth personal counseling	Intensive Job Search Skills Training

The Training and Education Area provides the individual linkages to resources for training

On-the Job Training	Customized Training
Training for Skill upgrade	GED and High School completion
TAA training opportunities	Adult Literacy
English as a Second Language	Training available via Veterans Programs

Along with *The Source*, The WIBLC values the variety of other workforce development initiatives within the community. The WIBLC identify, inventory and will forge relationships with these organizations managing these initiatives to create a more coordinated service delivery system in the community.

Those partners that provide Workforce Development Services outside of *The Source* are outlined below with the specific area in which they provide service:

Partner Organization	Employment Services:	Training & Education	Social Service	Related Services
Economic Opportunity Planning Ass.	X		X	X
Experience Works	X	X		
Lucas County Job & Family Service			X	
Lucas County Education Service Center	X	X		
Lucas Metropolitan Housing Association		X	X	X
NetWORK Div. Zepf Center	X		X	X
Ohio Rehabilitation Service Commission	X	X		X
Oregon Career and Technology Center	X	X		
Qwens Community College	X	X		
Penta Career Center		X		
Sylvania Public Schools		X		
Toledo Public School		X		
University of Toledo	X	X		
Washington Local Schools		X		

Along with the partner organizations, there are other community organizations that provide Workforce Development Services. Some of these organizations have been contacted and encouraged to participate at *The Source*. These organizations are outlined below with the specific area they provide service within:

Partner Organization	Employment Services:	Training & Education	Social Service	Related Services
Arena of Life	X			
Greater Toledo Urban League	X	X	X	
Horizon Computer Training & Employment	X	X		
Toledo Dental School	X	X		
Mercy School of Nursing & Applied Health		X		
Career Connection Div. Harbor B. H.	X		X	
Bridges	X			
Goodwill of Northwest Ohio	X	X		
Academy of Technical Studies	X	X		
New Life	X			
Lucas County Board of MR/ DD	X		X	
Lourdes College		X		
Medical College of Northwest Ohio		X		
Davis College		X		
Professional Skills Institute		X		

There are numerous other organization not listed above that provide workforce development services that WIBLC will forge new relationships in the future. These organizations include staffing services, business training organizations, and others.

### **Current and Projected Resource Utilization**

*The Source* has been collecting customer satisfaction surveys, using a common intake form (See Attachment F Lucas County One-Stop Membership Form) and tracking data and customer needs over the past six months. This information has been used to provide guidance on how to staff areas within *The Source*. *The Source* has seen a 300 percent (300 %) increase in customer flow versus the previous state operated location. This increase of customer flow and major utilization increase of the Resource Room, System Orientations, Individual Interventions and the additional request to make job matches has put a strain on current staffing. The One-Stop operator has met with Partner Agencies to project staffing needs in the various functional term areas. Please see Attachment E (Partner services matrix) and Attachment H (Resource/cost Sharing Agreement) for more detail on the current agreement for cost sharing and commitment of staff time. The Partners Operation Committee has been meeting on a monthly basis to review service trends and plan for future delivery strategies to meet customer's needs. The shared Service Pool (outlines where resources are projected to be utilized in the future. The following are the key areas that need to be enhanced:

- Staffing levels within the Resource Room
- Development of additional Prevocational services
- Improved Service integration of the Business Service and Placement activities

- Staffing levels of the customer service and information gathering area of *The Source*

Based on discussion with partner staff, additional staffing resources are needed to achieve the goals of WIBLC in meeting both job seekers and business needs. Within the coming year of operation, one of the key successes of the workforce development system will be the further the development of an integrated, well-blended system of service delivery. This will include approaching other programs, such as TANF, to develop pre-vocational services that develop the soft skills and advanced job-search skills for customers that need that assistance. This service integration will allow each agency to meet their individual requirements, and begin the blending of staff and services that will allow *The Source* to take mutual ownership, and be held accountable as a whole.

Along with meeting business short-term workforce needs, it is also vital that the WIBLC explore how the local workforce is developed to meet the long-term needs. Thus, it is critical that WIBLC is focused strategically on services to youth because youth are recognized as the new emerging workforce. The WIBLC will forge relationships with the education system and other organizations to coordinate use of resources and services to common youth customers. The major focus of this coordination would be to improve academic achievement, secondary school completion, career exploration, development of employment soft skills, and post-secondary education as well skilled trades readiness.

### **Services for Youth**

The WIBLC has empowered the Youth Council to develop guidance in the development of a comprehensive system to assist youth transition into the workforce. The Youth Council has representation from groups including: educators, community organizations, family, business, partners specializing in youth, WIA youth providers, and government programs. The Youth Council has been instrumental in designing the parameters of the Youth WIA contracts. These contracts are monitored and evaluated both pragmatically and fiscally. All providers are tracked on monthly basis as to their contractual goals in addition to the WIA Performance Standards. Current Lucas County Youth have met all Youth Performance Standards for PY03, FY04 with the exception of Older Youth, Earnings Gained. Performance monitoring desk review is done monthly comparing actual to plan goals for the ten (10) WIA activities, total clients served, obtainment of GEDs, credential, placement, and follow-up services. Additionally, planned, and actual expenditures are tracked by monitor.

The WIA Youth contracts are operated by three organizations outlined below:

Big Brothers Big Sisters of Northwest Ohio	In School Youth: 14 to 18 years old
Lucas County Education Service Center	Out-of-School: 16 to 21 years old
YMCA of Greater Toledo	In School Youth: 14 to 18 years old



## General Characteristics of the Target Population and Activities

### Target Population:

Priority will be given to proposals that reflect the ability to use funds to expand the types of services that will be offered to youth through the WIA program, who meet the following criteria:

- A. Citizens or legal residents of the U.S.
- B. Low –income youth between the ages of 14 and 21, *and*
- C. Have at least one of the following barriers:
  - 1. Deficient in basic literary skills (reading at or below the 8.9 grade level)
  - 2. A school dropout
  - 3. Homeless, runaway or a foster child
  - 4. Pregnant or a parent
  - 5. An offender, or
  - 6. Youth who are at risk of not completing school or participating fully in the labor market as a result of any of the following conditions:
    - a. Limited English proficiency
    - b. Youth involved in the juvenile justice system
    - c. Youth with a history of drug or alcohol abuse
    - d. Youth with a poor or limited work history
    - e. Poor oral or written communication skills
    - f. Lack of specific, up-to-date job skills
    - g. Limited opportunity for immediate employment
    - h. Lack of job search skills
    - i. Poor attendance
    - j. Self-defeating behaviors
    - k. Two or more credits behind class
    - l. Seniors in high school whom are one or more credits behind graduation
    - m. Children of incarcerated parents
    - n. Migrant youth, or
    - o. Youth with disabilities (WIA youth contractors should aim to provide 15% of their services to this population. In other words, if 100 unduplicated youth are served, 15 of them should qualify as disabled.)

The sixth youth barrier will be documented through the use of school records, testing or staff intake interviews and observations. (Note this sixth barrier has been locally defined by the Youth Council.)

Currently the WIA registered youth provide a variety of services including at least one those services outlined below through contract providers:

Pre-employment Classes	Work Technology Classes	Individual Counseling
Life Skills Workshops	Business Internships	Leadership Development
Work Readiness Skills	Work Experience	Adult Mentoring
Job Shadowing	Occupational skills training	Individual Tutoring
Mentoring	Anger Management	Decision Making Training
Peer Tutoring	Community service	Supportive services
Parenting Counseling	Housing referrals,	Follow-up
Summer Employment	GED Prep	Supportive services

Along with the WIA funded programs, the Youth Council has outreached to other groups that have contact with youth to coordinate service delivery, educate about valuable resources, and complete service mapping. Those programs that have been marketed to the following groups and organizations:

High School High Tech for Individuals with Disabilities Programs	Lucas County Juvenile Probation Department
Job Corps	Lucas Metropolitan Housing Authority
Toledo Public Schools: Opinion IV	Connecting Point
Ohio Rehabilitation Service Commission	

The Youth Council has also adopted the following US Department of Labor Youth Guidelines:

**United States Department of Labor (US DOL)**

**Training and Employment Guidance Letter (TEGL) No. 03-04**

New Strategic Vision for Delivery of Youth Services Under WIA

The US DOL has adopted a new strategic approach across four major areas:

1. Focus on Alternative Education
2. Meeting the demands of business, especially in high-growth industries and occupations
3. Focus on the Neediest Youth
4. Focus on improved performance

The neediest youth who are give priority include:

- a. Out-of School Youth
- b. High School Dropouts
- c. Runaway and Homeless Youth
- d. Youth in Foster Care
- e. Court Involved Youth
- f. Children of Incarcerated Parents, and
- g. Migrant Youth

Along with the Youth Council, The WIBLC values the variety of other youth initiatives within the community. The Youth Council and WIBLC will develop and implement a strategy to forge relationships with these initiatives to create a coordinated effort in the community to assist youth transition into the workforce.

To assist in providing guidance to youth and adult programming, The WIB of Lucas County has adopted various procedures to manage the Workforce Investment Act funds. These procedures include the following:

Limited Funds and Priority Service Adult	Identity I-9
Individual Training Accounts	Credentials
On the Job Training	Work Experience Policy
Customized Training	Limited Funds and Priority Service: DW
Support Services	Demand Occupation
Training Policy	Service Eligibility

Along with the WIBLC policies, *The Source* partners have developed various procedures for operations including the following:

Labor Exchange Policy	Dress Code
Referral to Partner Agency	Resource Room Tracking
Survey of Program Services	Accessibility
Job Matching to Job Orders	Smoking
Conference Room Scheduling	Service Gap Analysis
Hours of Operation	Attendance
Work Area Appearance	Drug Free Workplace
Customer Service	Parking

### **Quality and Continuous Improvement**

The WIBLC and The Source Partners value continuous improvement of services. All partners will participate in a process of program review and continuous improvement to offer the best possible services and seize opportunities for further integration. To assure that services are responsive to the needs of the community, partners will survey customers to obtain feedback on customer satisfaction. All partners will participate in the ongoing development and improvement of The Source One Stop center procedures, policies and operational management. All partners participate in a joint planning process that will continuously review the needs of the Lucas County workforce and business community and refine the services of the One Stop system based upon those needs. This planning will involve The Sources One-Stop and Information Committees, as well as the WIB's One-Stop Committee.

Please see attachment G (Assurances).

In addition, the partners will encourage, accommodate staff, and/or provide training and cross training, as deemed appropriate, to ensure that all partner staff are familiar with all programs represented within the Lucas County One Stop System in order to integrate services, reduce duplication, and improve overall service delivery.

The Lucas County One-Stop has been collecting customer satisfaction surveys and customer needs over the past nine months. This information will be used as the first set of baseline information to assist in guiding the CQI process. The Lucas County Workforce Investment Board (LCWIB) and One-Stop Partners bring to the table a wealth of

knowledge, strength, and experience in the Business, Employment and Training Field. The One-Stop partner organizations each have their own unique organizational outcomes, outputs, performance standards, and measures. The integration of these elements is a process, which must be strategically planned, and mapped out in conjunction with the expectations of The Workforce Investment Board of Lucas County. As such, this plan is viewed as a working document, and it is recognized that the Lucas County Workforce Investment Board and the One-Stop partners will continue to gather input, develop working relationships, assess programs and services while developing the ongoing strategic plan for the workforce development system and *The Source* in more detail over the course of the next year.

Within this coming year of operation, one of the key successes of the workforce development system will be the development of an integrated, well-blended system of service delivery at the new location. This system will allow each agency to meet their individual requirements, and begin the blending of staff and services that will allow the Lucas County One-Stop (*The Source*) to take mutual ownership, and be held accountable as a whole. During this initial phase, the identification and collection of baseline data against which customer satisfaction can be measured, performance, trends, outputs, outcomes, and successes will be established. This baseline data will capture information to evaluate the Lucas County One-Stop (*The Source*) in its efforts to meet the Baldrige Criteria Expectations as set forth by the Lucas County Workforce Investment Board and One-Stop Partners.

## **BALDRIGE EXPECTATIONS**

### **Leadership**

The WIBLC and The Source Partners value a knowledgeable cross-trained staff that are problem solvers and are empowered to provide creativity and innovation in service delivery. The Management will encourage participation by staff in community activities and organizations.

To evaluate these leadership outcomes, we will use the following tools:

- Employer, Job Seeker and Stakeholder Customer Satisfaction Surveys
- Mystery shoppers
- Evaluation by the WIB's One-Stop Committee
- Feed back from Peer Mentors
- Feed back from Team Leaders
- Suggestion Boxes
- Staff Development Surveys

### **Strategic Planning**

The WIBLC and *The Source* Partners value a customer focused, seamless system of service provision that is comprehensive, responsive to the present and emerging needs of area employers, is cost effective, enhances existing services, and strives toward eliminates duplication of services across the community.

To evaluate the strategic planning outcomes, we will use the following tools:

- Employer, Job Seeker and Stakeholder Customer Satisfaction Surveys
- Increased and repeat utilization of the Source and related WIB services by area employers
- Number of partnerships with employer associations and economic development groups
- Number of increased participation by partner agencies as evidenced by MOUs
- Increased funding for unmet employer and job seeker needs
- Number and level of income from Fee for Service programs that are successfully offered

### **Marketing**

The WIBLC and *The Source* Partners value a system whose services are highly visible, and is accessible, customer friendly, with a professional and inviting, atmosphere designed to serve all customers' needs.

To evaluate the marketing effectiveness of the Center, we will use the following tools:

- Employer awareness and satisfaction surveys
- Surveys of community (non-customer) awareness and interest in receiving workforce services targeted to by marketing campaigns
- Tracking of new customers responding to various marketing tools and campaigns
- Mystery Shopper
- Local Labor Market Data
- Feedback from members of the WIB and community stakeholders
- Feedback from affiliate agencies and organizations throughout the community
- Feedback from the One-Stop Customer Advisory Committee

### **Information and Analysis**

The WIBLC and The Source Partners recognize the need to report on the efficiency and effectiveness of the system to funders and stakeholders. We also recognize the value of complete and valid data. We value the information gleaned from a centralized database and from data sharing efforts. Our objective here will be to evaluate our quality of service by comparing our performance to that of other Workforce Systems. This effort will be assisted by us of a "membership" style approach with electronic tracking of service usage by customers.

The following is a preliminary list of tools that will be used for information and analysis:

- A common Intake form
- Information from the IEPs (individual employment plans)
- Follow up information at 30, 60, 90 days, 6 months and 1 yr.
- Information exchanges during regular One-Stop Partner meetings
- Electronic bar coding for tracking of service provision (examples follow)
  - How many times to the center
  - Referral or self initiated services
  - Length of time in the Talent Bank

- Mediated or facilitated Service
- Supportive service or Case Management
- Number of Job Matches
- Number of individuals assessed for specific career area
- Completion of on-site workshops and training programs
- Employer and job seeker satisfaction
- Placement rate and earnings change for job seekers
- Placement in high growth, high demand occupations
- Repeat employer customers
- Number of labor exchange notifications sent, referrals, and placements

While these process measures will be useful in ensuring the efficient operation of the system, the most important measures will be of its effectiveness will be the level and quality of job placements in response to employer needs and job seeker capabilities. During the coming program year, the WIB will develop other tools with the system's employer partners, as well as the One-Stop Operator and One-Stop Partners to improve the coordination and quality various impacts of the system. These impacts specifically include job placement and earnings change reporting as a result of the various core, intensive, training, rapid response and follow-up services offered through the local workforce system. Impacts measured will also include the level of job seeker placement in demand occupations as well as the degree to which positions posted by employer customers of the system are filled as requested.

### **Staff Development**

The WIBLC and *The Source* Partners value a knowledgeable cross-trained staff that are effective problem solvers and are empowered to provide innovative, individualized attention in service delivery. The Management will also encourage participation by staff in community activities and organizations.

To evaluate staff development needs within the System, the following tools will be used:

- Feedback and requests from the WIB and its One-Stop Committee
- Performance assessment by funders and the WIB's One-Stop Committee
- Mystery Shopping by third party organizations
- Partner Surveys
- Feedback from Peer Mentors
- EEO and ADA reviews
- Feedback at One-Stop Operations committee meetings
- Staff Surveys
- Information on best practices by other one-stops
- Customer comments

### **Process Management**

The WIBLC and *The Source* Partners value a customer focused and seamless system of service provision that is consistent in its quality, cost effective, enhances existing services through continuous improvement efforts, and minimizes duplication of services.

A continuous improvement model will be implemented that results ongoing adjustment to system circumstances and resource levels the tools to evaluate the Process Management will include a set of Standard Operating Procedures for the system, and will include the measurement tools in sections above.

### **Business Results**

The WIBLC and The Source Partners value a customer focused, seamless system of service provision that is responsive, cost effective, collaborative, enhances existing services, and eliminates duplication of services. A continuous improvement model will be implemented that is based on timely reliable data, to help ensure these results. To evaluate the business results, we will use the following tools:

- The One-Stop Committee of the WIB will establish a Balanced Scorecard, that builds upon the GWFPB's Report Card concept, to establish a set of outcome measures for Business Services of the local workforce system
- Establish baseline data and measurement criteria against which we can look at both successful and failing trends. This information must be made available to management and staff in a timely manner to assist in possible reallocation or re-deployment of staff and program resources to effectively respond to customer needs.
- Review and analysis of the outcomes and status of the expectations set forth for the other six Baldrige criteria will be done at least semi annually.
- The Center will benchmark against other Level II and Level III one-stops, as well as among similar metro Workforce Investment Boards.

Internal tools for measuring the results of Business Services within *The Source* include:

- Feedback from members of the WIB and its committees
- Customer Surveys
- Number of Grievances/Complaints
- Customer suggestions
- Staff suggestions
- Length of time in the reception area
- Number of repeat customers
- Number of referrals by friends
- Amount of new revenue generated by the Center
- Percentage of disadvantaged served
- Number of disabled served
- Staff Feedback
- Placement rate
- Number of ITA's issued and used

Continuous improvement will be tracked through the use of the One-Stop Certification Continuous Improvement Tracking Tool. In collaboration with the WIB's One-Stop Committee, goals for areas of continuous improvement will continue to be set, timelines established and results reported for agreed upon improvement activities. Where appropriate, the local Business Plan will be amended to reflect changes in goals or strategies that result from this process.

## **Section IV: Market Trends Analysis**

The Workforce Information Committee of the Workforce Investment Board (WIB) of Lucas County requested an analysis of Industry Clusters recommended by the Dr. Neil Reid, The University of Toledo, and Dr. Michael Carroll, Bowling Green State University, as presented at the October 26, 2004 Workforce Information Committee meeting<sup>xv</sup>.

The information was analyzed by William Willis, Executive Director, Workforce Investment Board of Lucas County; Marte Sorg, Business Development Coordinator, Lucas County Workforce Development Agency; and Don Wonnell, Labor Market Analyst, Ohio Department of Job and Family Services. Sources for this labor market analysis include Ohio Labor Market Information (LMI), Bureau of Labor Statistics (BLS), and The Ohio Workforce Informer (OWI). The results are listed below as "Solutions," as identified in *"Inroads: Strategies for Economic Growth,"* a labor market analysis prepared for the City of Cleveland and Cuyahoga County by the Ohio Department of Job and Family Services. Additional employer needs analysis will be undertaken in forthcoming contracted studies and surveys.

All labor market projections are as of a specific date, and this study was based on information from 2000-2003. Local information that local users believe is accurate always supersedes Ohio Labor Market Information employment projections. As with all projections, employment projections can contain some errors<sup>xvi</sup>.

Clusters analyzed in this study include:

1. Information Technology (Occupation)
2. Engineering (Occupation)
3. Transportation and Warehousing (Industry)
4. Manufacturing, including automotive, plastics and glass (Industry)
5. Healthcare (Industry)
6. Construction (Industry)

**Solution 1 -Cluster Strategy:** As Drs. Reid and Carroll explained, when analyzing clusters the nucleus is the industry itself; then various related clusters form around the industry, such as suppliers, support industries, consumers, and government and education, which provide programs, services, incentives, and training to assist in the development and prosperity of the clusters.

Effective clusters are:

- Strategic, helping stakeholders to create a strategic vision for their region
- Value-creating, improving the depth and breadth of the region's supply base
- Market-driven, connecting the supply and demand sides of the economy to work more effectively
- Inclusive, reaching out to both large and small businesses, and to support institutions
- Collaborative, helping to create cooperative solutions to common problems<sup>xvii</sup>



The WIB, the Workforce Information Committee, and the business community need to determine the viability of this model and to identify the best way to implement it.

**Solution 2 – High Employment Prospects/Annual Openings:** The focus is to identify either industries or occupations where wages are relatively high and where there is also a corresponding moderate-to-high degree of demand. The demand component is usually based on projections of both job growth and job replacement needs by industry and/or occupations. The projection is through 2010<sup>xviii</sup> and this time frame was developed in order to assist training institutions with planning appropriate courses of study. Again, employment projections are based on a combination of newly created and replacement jobs.

When analyzing demand components, it is necessary to look at both an increase in percentage and the total project annual openings in order to see the complete picture. It is also important to note the following caveats:

- Projections are based on a ten-year period; there may be discrepancies in the short-term (i.e. rapid growth in one year vs. no growth in another year)
- Education and training programs must be careful not to “over-invest,” thereby creating a “glut” in the demand occupation
- What happens in the local economy over the course of the decade in question will have an effect on the projections<sup>xix</sup>

Based on the clusters identified, the growth rates, by percentage and annual projected openings for Toledo Metropolitan Service Area from 2000-2010 are:

1. **Information Technology:** Increase of 41.6%/216 projected annual openings
2. **Engineering:** Increase of 2.5%/192 projected annual openings
3. **Transportation and Warehousing:** Increase of 5.3%/1,183 projected annual openings
4. **Manufacturing:** Decrease of 2.3%/1,650 projected annual openings
5. **Healthcare:** Increase of 14.3%/898 projected annual openings
6. **Construction:** Increase of 17.9%/898 projected annual openings<sup>xx</sup>

**Solution 3 – Exports:** This model focuses on Export Industries that bring wealth into a local area, as opposed to simply circulating wealth within the local area.<sup>xxi</sup> The analysis is based on the comparison of total industry employment for each cluster in Lucas County, compared to total industry employment for each cluster in the state of Ohio. A location quotient of “1” or lower indicates that the wealth is simply circulating within the local area. A location quotient higher than “1” indicates that the industry is bringing additional wealth into the local area<sup>xxii</sup>

1. **Information Technology:** 2.0/Export (however information technology jobs only consist of .08% of total employment in Lucas County)
2. **Engineering:** 1.1/Export
3. **Transportation and Warehousing:** 1.1/Export
4. **Manufacturing:** .97/Local
5. **Healthcare:** 1.2/Export
6. **Construction:** 1.1/Export

**Solution 4 – Proven Survivors:** The purpose of this model is to assess what industries and occupations have grown or been resilient through economic downturns. If the industries grow through or come back strongly after business cycles, the theory is that they are demand-driven and well tuned to a free market economy<sup>xxiii</sup>. The identified clusters were analyzed from 1990-present (which includes two economic recessions), with the following results.<sup>xxiv</sup>

1. **Information Technology:** Strong general growth 1997-2002, some decline in 2003, rebounding in 2004.
2. **Engineering:** General growth with decline since 2002.
3. **Transportation and Warehousing:** Strong growth, with seasonal declines through 2002, with strong decline since 2002.
4. **Manufacturing:** Strong decline in 1991, then strong steady growth through 2001, with strong decline since 2001.
5. **Healthcare:** Strong growth throughout business cycles.
6. **Construction:** General growth, with seasonal decline. In decline since 2002.

**Solution 5 – Wealth/Economic Gain:** This model emphasizes wealth generation (i.e. high wages) versus job creation. The central goal of this model is to drive the wealth of a region by focusing on industries that demonstrate the highest wages, and the intended outcome is to increase income patterns.<sup>xxv</sup> Below is a summary of the average weekly wage for industries, along with total wages within the identified clusters for Lucas County in the third fiscal quarter of 2003<sup>xxvi</sup>:

1. Information Technology: \$788 average weekly wage/\$37,788,410 total income
2. Engineering: \$960 average weekly wage/\$12,517,615 total income
3. Transportation and Warehousing: \$599 average weekly wage/\$56,472,500 total income
4. Manufacturing: \$1,032 average weekly wage/ \$357,220,614 total income
5. Healthcare: \$667 average weekly wage/\$301,694,180 total income
6. Construction: \$799 average weekly wage/\$116,607,747 total income

- II. The WIB and the Workforce Information Committee, with input from the business community, must decide which clusters and related strategies will best meet the needs of Lucas County, and how to best prioritize its workforce development resources.

## ***Worker Populations***

The Urban Affairs Center at The University of Toledo conducted an analysis of employer surveys in 2002. The information from this report still appears to be an accurate measure of the workforce climate in Lucas County two years later. According to this report, although Toledo and the surrounding area can expect to add up to 41,000 jobs by 2008, the majority these jobs will be low-paying occupations in the service sector. Nationally, estimates are that there will be a shortage of 10 million workers in ten years, with the

most critical shortages in healthcare, computer-related services, security-related occupations, customer service representatives, and personal services.

Major findings of this study included:

1. Job openings will continue in skilled trades, information technology, health-related areas, and numerous low-level sector occupations.
2. Many of the skills identified as needed and most sought-after by employer involve conceptual and interpersonal skills, not simply the acquisition of task-specific training.
3. Occupational training is an ongoing task, and both current and future employees need to engage in continuous improvement and training in order to retain employment.
4. Companies will continue to outsource jobs.<sup>xxvii</sup>.

In its recent survey of health and human services needs entitled “Community Voices: United Way’s Key Issues Survey”, the United Way of Greater Toledo (UW) identified two major issues. First, their report stated that the majority of family members felt that they, and their family members, had adequate training, reading skills, or other education to get the job they want. Secondly, the UW report noted that not understanding resources available (for employment and training assistance) was a key reason for survey respondents not seeking help.

In order to address these market trends, the WIB will work with employers to verify the ongoing validity of these findings in order to invest in appropriate strategies s needed to prepare qualified workers for gainful employment, particularly in high growth occupations, as well as for updating the skills of the businesses’ current employees, where appropriate. The WIBs upcoming marketing activities will also focus on improving community awareness of the employment and training resources available at The SOURCE, as well as he need to continuously improve one’s employability through skill development training.

## ***Barriers to Employment in Lucas County***

Additional study of county demographics shows that there are specific populations in Lucas County that have multiple and formidable barriers to successful employment. These populations include ex-felons, unemployed/underemployed workers, older workers, dislocated workers, disabled workers and at-risk youth. The WIB of Lucas County will work with other direct service providers to these populations to determine how to best allocate resources to help provide employment and training opportunities.

**Ex-Felons/Parolees:** According to the Ohio Department of Rehabilitation and Corrections (ODRC) approximately 485 parolees reside in Lucas County, and it is estimated that 70% of Ohio’s incarcerated population who were jailed in the 1980s and 1990s have been released in recent years. Approximately 5% of all job seekers have a felony record. Among the general prison population in Ohio, it is also estimated that 85%

of the prison population are high school dropouts and 78% have lower than a sixth-grade reading level. Lucas County Workforce Development Agency has funded programs to meet employment needs of this population in the past and will continue to do collaborate with other programs and agencies to assist these individuals.

**Older Workers:** In Lucas County, 12% of the workforce is 65 years and older and 9% of all older workers also lives in poverty. Those who choose to work for additional income face barriers, including obsolete skill sets, lack of computer skills and competition for jobs from younger workers. The Lucas County Workforce Development Agency has also funded programs to assist this population and continues to work closely with service providers to improve the quality of life for these workers.

**Dislocated Workers:** Since July 2000, more than 50 Lucas County companies have downsized or closed, resulting in layoffs for over 9,000 workers. The majority of the workers have been from manufacturing companies. A major ongoing issue with these workers is that many of them had enjoyed “low-skill, high-wage” jobs in union manufacturing and retail companies. These jobs no longer exist. These workers need assistance with transitioning to changing workforce needs by receiving job search assistance, identification of transferable skills, information about industries that pay comparable wages to their prior positions, and retraining to qualify for these job that are now in demand. The Lucas County Workforce Development Agency, through the WIA program and additional state Rapid Response grants, has spent millions of dollars to help meet the employment and training needs of these workers.<sup>xxviii</sup> The WIB is committed to working with the Workforce Development Agency to identify the impact of these investments on the employment and income stability of participating workers.

**Unemployed/Entry Level Workers:** These workers include both older youth who are entering the workforce and Public Assistance recipients who must find employment. Work readiness training, with an emphasis on “soft skills” is an important part of the process to transition these individuals into careers. Other services include identification and removal of employment barriers, career explorations, job search and placement assistance, training, and supportive services.

**Underemployed Workers:** One out of four working families, and one out of four working adults in Lucas County, especially those working in service sector jobs, do not earn enough to bring them above poverty level, requiring them to continue to rely on public assistance. This circumstance has also caused an increasing number of mothers (also known s displaced homemakers) to return to the workforce. These workers need career development services in order to help them identify higher-paying demand positions, transferable skills that can be taken to these positions, and training programs to qualify them for these better paying jobs. The WB plans to work with is educational partners as well as additional intensive services providers to enhance the assessments and career advise give to job seeking customers of the workforce system.

**Disabled Workers:** In 2003, 19 percent of Lucas County residents reported a disability. The likelihood of having a disability varied by age – from 13% of people 5-20 years old,

to 16 percent of people 21 to 64 years old, and 45% of those 65 and older. The Ohio Rehabilitation Services Commission in Lucas County assists approximately 1,500 disabled individuals with development of a vocational rehabilitation plan, job search assistance, and training services.<sup>xxix</sup>

**Youth:** The key to a high-quality workforce in the future is preparing youth from an early age to know about all of the available careers, understand the concept of demand occupations, and to be encouraged to enter occupations that will provide long-term career stability and contribute to the economic and social well-being of our area. Youth must also be encouraged to stay in Lucas County, through activities like internships and job shadowing, as opposed to recent trends finding that young people are leaving the area.

## ***Businesses***

The Toledo Area Chamber of Commerce, the Regional Growth Partnership, and the Toledo Area Human Resources Association have provided formal surveys of the business community.<sup>xxx</sup> The Lucas County One-Stop Partners Job Fair Committee, along with The Lucas County Workforce Development Agency through industry roundtables, has conducted informal surveys.

Workforce development services that have been requested by businesses include:

- Labor Exchange/Job Matching Services
- Prescreening of Applicants
- Basic Pre-employment Testing
- On-site Interviewing Rooms
- Mass Recruiting Assistance
- Job Fairs
- Information about tax credits and economic development incentives
- On-the-Job and Customized Training Programs
- Occupational Skills Training for employed workers
- Labor Market Information
- Rapid Response/Outplacement Services
- Advanced Assessment and Testing Services
- Re-employment Services for Injured Workers
- Targeted Human Resources Assistance for Small Businesses
- Employer Training Programs (i.e. Government Regulations, Employment Laws and Regulations, Career Development, Management Training, etc.).
- “Soft skills” training (leadership, dependability, multi-tasking, problem-solving, teamwork, organization, customer service, telephone etiquette, time management reading and writing, basic mathematics/algebra, critical thinking, mechanical, computer literacy, quality assurance, management and mentoring, relationship-building, conflict resolution, interpersonal communication, initiative, and lifelong learning)<sup>xxxi</sup>

The WIB will conduct research through business associations, dialogue with its employer partners and economic development affiliates to determine what the priorities of the business community are, and to supply direction to *The Source* regarding where to allocate its Business Services staff and resources.

## ***Future Changes***

Labor market conditions in Lucas County were favorable for employment throughout the 1990s as the United States experienced a record economic expansion. The job outlook plummeted during 2000, and recovery did not begin until 2004. Based on statewide projections,<sup>xxxii</sup> economic expansion will return through the end of the decade. In general, jobs will be available to workers at all educational levels, but individuals with more education and training will enjoy better job opportunities. In fact, according to the report entitled "Aligning Ohio Job Development and Global Business Strategy" (prepared for the Governor's Workforce Policy Board; November 16, 2004), there is a direct correlation between job growth, education attainment, and job training level. Therefore in order to improve the median income of wage earners in our community, The WIB must be an active community leader in motivating individuals to increase their formal education and skill training.

Growing industries include healthcare, transportation and warehousing, business/professional services, retail, and leisure/hospitality. Industries in decline include some manufacturing areas, agricultural production, utility services, general merchandising, and some areas of the banking industry.<sup>xxxiii</sup> The best way to transfer workers from declining industries into growing industries is to identify transferable skill sets that the industries have in common, and then assist the workers with acquiring the additional skills needed through on-the-job or occupational skills training. Businesses can be encouraged to hire these workers and provide additional training to complete the transition through on-the-job training and customized training incentives.

Lucas County's business services strategies have been based on the needs of dislocated workers who have come into the system as a result of the high level of layoffs and closings since 2000. Therefore, more direct placement effort and use of tools like on-the-job training contracts have been expended in the manufacturing sector than any other sector. In the future, more business services need to be focused on growth industries, along with preparing workers to transition into these industries.

The Lucas County workforce, like the national workforce, is growing older. In the next decade, three out of four job openings will be replacement jobs, as Baby Boomers retire. Some industries that are now in decline or at slow growth (machining, engine repair, skilled trades, etc.) will become demand jobs. One of the tasks of the workforce development system will be to anticipate these retirements, and provide replacement workers through its various training efforts and partnerships.

Since we now live in an era of a mobile workforce, especially on the part of the young adult members of the population, the workforce system must work with the economic development system to make Lucas County an attractive place to begin and develop a career, or both its current population as well as those looking to relocate from other communities.

## Sources Cited

- 
- <sup>i</sup> *American Community Survey Profile 2003*, United States Census. See [www.census.gov/acs/www/Products/profiles](http://www.census.gov/acs/www/Products/profiles).
- <sup>ii</sup> *Toledo Metropolitan Statistical Area Labor Market Profile*, Ohio Rehabilitation Services Commission, December 20, 2004.
- <sup>iii</sup> Rapid Response Activity Summary, Lucas County Workforce Development Agency, December 2004.
- <sup>iv</sup> *Civilian Labor Force Estimates*, November 2004, Bureau of Labor Market Information, Ohio Department of Job and Family Services.
- <sup>v</sup> *Where Will the Next Jobs Be? A Study in the Context of Occupations in Northwest Ohio*, June 2002. Urban Affairs Center, The University of Toledo.
- <sup>vi</sup> *Lucas County Profile*, Ohio Workforce Informer, Ohio Department of Job and Family Services. See [www.ohioworkforceinformer.org](http://www.ohioworkforceinformer.org).
- <sup>vii</sup> US Census, *ibid*.
- <sup>viii</sup> US Census, *ibid*.
- <sup>ix</sup> US Census, *ibid*.
- <sup>x</sup> US Census, *ibid*.
- <sup>xi</sup> Ohio Rehabilitation Services Commission, *ibid*.
- <sup>xii</sup> *Ohio Job Outlook: NW Ohio*, February 2003, Labor Market Information, Ohio Department of Job and Family Services. See [www.ohioworkforceinformer.org/lmi](http://www.ohioworkforceinformer.org/lmi).
- <sup>xiii</sup> Ohio Rehabilitation Services Commission, *ibid*.
- <sup>xiv</sup> Ohio Department of Job and Family Services
- <sup>xv</sup> Carroll, Michael C. and Reid, Neil, *Cluster-based Economic Development*, Power Point Presentation, October 26, 2004.
- <sup>xvi</sup> *Ohio Job Outlook to 2010/Employment Projections/Limitations*, Ohio Department of Job and Family Services, see [www.lmi.state.oh.us/PROJ/Projections.htm](http://www.lmi.state.oh.us/PROJ/Projections.htm)
- <sup>xvii</sup> Carroll and Reid, *ibid*.
- <sup>xviii</sup> *Northwest Ohio – Economic Development Region 2 Occupational Employment Projections Report, 2000-2010*, Ohio Department of Job and Family Services, Bureau of Labor Market Information, February, 2003.
- <sup>xix</sup> *Employment Projections/Limitations*, Ohio Department of Job and Family Services, [www.lmi.state.oh.us/PROJ/Projections.htm](http://www.lmi.state.oh.us/PROJ/Projections.htm).
- <sup>xx</sup> *Ohio Job Outlook to 2010*, *ibid*.
- <sup>xxi</sup> *Inroads: Strategies for Economic Growth*, Ohio Department of Job and Family Services report of City of Cleveland/Cuyahoga County, 2004.
- <sup>xxii</sup> *State of Ohio Location Quotients*, prepared by Workforce Research Section, Bureau of Labor Market Information, Ohio Dept. of Job and Family Services, September 2004
- <sup>xxiii</sup> *Inroads*, *ibid*.
- <sup>xxiv</sup> *United States Bureau of Labor Statistics, State and Area Employment, Hours, and Earnings*, see [www.bls.gov/servlet/OutputServlet](http://www.bls.gov/servlet/OutputServlet).
- <sup>xxv</sup> *Inroads*, *ibid*.
- <sup>xxvi</sup> *Wage and Employment by Occupation*, Ohio Workforce Informer. See [www.ohioworkforceinformer.org/cgi/dataAnalysis/oesWageReport.asp](http://www.ohioworkforceinformer.org/cgi/dataAnalysis/oesWageReport.asp).
- <sup>xxvii</sup> “Where will the Next Jobs Be? A Study of the Context of Occupations in Northwest Ohio,” June 2002, Urban Affairs Center, University of Toledo.

---

<sup>xxviii</sup> Rapid Response Activity Summary, Lucas County Workforce Development Agency, December 2004.

<sup>xxix</sup> Ohio Rehabilitation Services Commission, *ibid.*

<sup>xxx</sup> Urban Affairs Center, *ibid.*

<sup>xxxi</sup> "Where will the Next Jobs Be? A Study of the Context of Occupations in Northwest Ohio, June 2002, Urban Affairs Center, University of Toledo.

<sup>xxxii</sup> Ohio Job Outlook, *ibid.*

<sup>xxxiii</sup> Ohio Job Outlook, *ibid.*

## ***Section V: Marketing and Communication***

The Workforce Investment Board of Lucas County (WIBLC) in conjunction with *The Source* partners began to evaluate the marketing needs for workforce services and perceptions of the existing employment and training network early in the planning process. The WIBLC and partners collected data from focus groups consisting of business, social service, and other community groups. The WIBLC and *The Source* partners plan to continue these focus groups, to expand our understanding of employer and community perceptions of *The Source* and to measure changes in perception over time.

The information collected to date indicates a very low level of knowledge, understanding and use of the workforce development services available at The Source. The focus group results revealed negative perceptions and a negative image of publicly funded workforce development organizations on the part of many employers. It should be noted, however, that this data is historical and refers primarily to perceptions and images based on the employment and training service delivery system that existed before the establishment of the current workforce development partnership housed in The Source. Information from such outreach efforts will be addressed through the system's Continuous Improvement Process described above.

The WIBLC along with *The Source* partners will collaborate with economic development organizations and other regional workforce development groups in an effort to communicate to the public the importance of workforce development in assisting the region in its economic development efforts. It is vital that the region have a diverse and skilled workforce to be more competitive in a global market place in retaining and attracting business to the region. These marketing efforts embrace the Advance Ohio Plan. The message that will be communicated will include the importance of:

- ongoing skill development of all workers
- basic skills development in the secondary education process
- embracing technology in the workplace
- skill development in conceptual and interpersonal skills
- learning on what are emerging occupations and how to prepare for them
- life-long learning.



- service coordination between the various public funded initiatives relating to workforce development and economic development

*The Source* serves as a resource hub that encompasses a wealth of information and services via its partners. These services include assisting employers with recruiting of employees, providing information, and connection to training and education that enhances the workforce skills of employees, and providing other business information. *The Source* also provides job seekers the opportunity to explore careers, connect with current employment opportunities, receive training/education to enhance skills for career growth, and connect to community support services that assist the job seeker attain and maintain employment. *The Source* will also communicate the importance of ongoing skill development and life long learning to stay competitive in a global market place.

### **Two Stage Marketing Strategy**

The initial focus will be on a two-stage marketing strategy to turn around employer and job seeker perceptions of publicly funded workforce development programs and to associate positive perceptions of such programs within *The Source* Northwest Ohio. The first stage will focus on assuring high quality and sufficient quantity of services available to customers. The second stage will focus on advertising and media messages to the community at large and to target populations of customers.

The first step in this strategy was to concentrate on developing quality performance on customer service measures – in all *The Source* programs, services and activities. *The Source* has implemented a continuous improvement program with a strong data collection component, so that the WIB and *The Source* partners can determine and improve upon the strengths of *The Source* as well as identify and correct those areas that need to be enhanced. The initial focus in this effort was with Job Seekers customers. A variety of data has been collected through Job Seekers Services. This information has been utilized in developing future outreach and marketing activities.

The collection of quality and a significant quantity of data on Business and Employer Services has begun and will continue through WIB and Business Services outreach efforts. The WIB and *The Source* partners strongly believe that one key method by which employers can be convinced of the value of *The Source*'s workforce development services is by word of mouth and peer communication among private sector employers. One good experience with *The Source* communicated from one private sector human resource director or plant manager to another is worth twenty newspaper or radio ads, and one newspaper story or presentation at a Chamber of Commerce meeting about an employer who had positive business results from working with *The Source* to meet his/her workforce needs will pay significant dividends in convincing employers of the value of *The Source*. Such presentations must demonstrate that the local workforce system is driven by and responsive to the needs of area employers.

Based on available data on employer attitudes, perceptions and needs, The WIB will seek to invest in a successful model project to meet emerging or previously unmet workforce needs. The partners will work with economic development organizations to identify a new or expanding employer with a significant number of job openings and will design and implement a customized recruitment and training program to meet that employer's needs. Such a project may be a "loss leader" in the sense that the WIBLC may invest more heavily in this one undertaking than it can in all future employer projects, but one successful project of this type can serve as a springboard for marketing *The Source* among the private sector employer community. This strategy can succeed in creating up-front interest in our services, because it will focus on a success story based on the demonstrated ability of *The Source* to meet employer needs. Such a single project will then be followed up with smaller employer specific recruitment and training projects, each with its own public relations activities focused on the employer community – to create a track record of success. Ongoing surveys and focus groups to determine the effect of the campaign on employer perceptions will accompany these activities.

Success in meeting employer workforce needs will be accompanied by success in meeting the needs of our job seeker customers, since each job opening filled for an employer will also be the successful placement of a job seeker into full time, unsubsidized employment. Evaluation of such projects will also be undertaken to identify potential design and implementation improvements that will make the project replicable on a more efficient and effective basis.

### **Branding**

By focusing on providing excellent customer service, it has, and will continue to create "brand awareness" through word of mouth and networking of job seekers and employers. Further, the WIBLC and the Partners have completed some marketing and outreach activities over the first six months since opening *The Source*. This has created market awareness and the development of "brand name" recognition. The WIBLC and *The Source* have completed the following activities:

- Developed a Logo for *The Source*
- Advertised on local radio that targets business
- Advertised on television as a sponsor for a weekly business show
- Purchased billboard advertisements in four locations over a six month period of time
- Advertised in five small local newspapers
- Purchased general office supplies (Pens, Letter head, and folders) that has *The Source* Logo
- Developed Job Seeker and Business Customer Brochures that highlight services
- Developed a video presentation for Source Orientations
- Developed Web Site for Job Seekers and businesses
- Partnered with Congress Woman Marcy Kaptner to hold a Resource Fair

*The Source* staff has completed the following:

- Met with a variety of businesses to market Source services
- Sponsored a Chamber Business After Hours Event
- Staffed a booth with *The Source* display panel at HR Conferences
- Planned and implemented large Job Fairs
- Completed presentations at business meetings
- Account Reps have been meeting with businesses on an individual basis to market *The Source* services.

With the assistance of a special allocation of Reed Act from the state, The WIBLC and *The Source* will complete additional marketing and outreach activities o next year, including:

- Developing a contract with a business organization that has an established relationship with the business community. The business organization will be responsible for making contact with area employers to present the benefits of working with the WIBLC and *The Source* in meeting some of their workforce needs. The business organization will introduce Source staff to various employers so the employer may utilize the array of business services available at *The Source* through the WIBLC initiatives. The business organization will also provide information to employers about *The Source* through their newsletters, web sites and other publications.
- Establishing a contract with a local television station that would have an ongoing series on local workforce development issues within the community. The series would focus on job seeker success stories, business success stories, and overview of *The Source*, importance of life long learning, career spotlights, and issues related to economic development such as the benefit of having a skilled workforce.
- Updating two videos promoting 1)-business services and 2) job seeker services. These videos would be viewable on *The Source* web site and used for presentations employer groups and community organizations.
- Updating a detailed brochure to promote business services at provides more detailed information on the wide range of business services that can assist employers meet their workforce needs.
- Establishing a contract with a group of local radio stations that do targeted advertisement to target job seeker and business sectors.
- Establishing a contract with local newspapers that promote/advertises events at *The Source* and highlights the various coordinated activities being facilitated at *The Source*.
- Creation of a "Speakers Bureau" to be made available to local business, community and civic organizations. One focus of the Speaker's Bureau will be to engage customers who have had successes with *The Source* – both employers and job seekers – as presenters to carry the message of their success to their peers.
- Outreach to veterans and community groups to participate in informational seminars and Center tours.

- Outreach to general-purpose business organizations, industry-specific employer and professional organizations, and groups of employers to encourage them to participate in focus/discussion groups on their workforce needs and tour *The Source*.
- Presentations to social services agencies who might refer job seeker customers.
- Presentations to secondary school counselors and School-to-Work/Career Prep staff.
- Presentations to employer groups with a special human resource focus. .

Along with this two phase marketing campaign, the WIBLC and *The Source* partners will also design and implement an ongoing process of soliciting feedback – through customer surveys and focus and discussion groups – to determine which aspects of the marketing campaign are most successful in terms of engaging and involving the largest number of customers. Over time, analysis of this feedback on marketing activities will lead to modification of the WIBLC and *The Source*'s marketing strategy, in an ongoing continuous improvement process for the marketing strategy.

## **Section VI: GOAL SETTING AND MEASURES OF SUCCESS**

The Workforce Investment Board of Lucas County (WIBLC) along with *The Source* embraces Continuous Quality Improvement principles and the importance of setting goals in the workforce development system. Further, the WIBLC goals are consistent with those of Advance Ohio (the strategic plan of the Governor's Workforce Policy Board). The Workforce Investment Board of Lucas County (WIBLC) and *The Source* are utilizing the Baldrige Criteria as a tool in the CQI and goal setting process. The WIBLC has developed various working sub-committees that include WIB members, Source partners, employers and community organizations. These sub-committees have been meeting over a period of time to set some initial goals for WIBLC and *The Source*. WIBLC developed the following initiatives it plans to work on the next year at the Business Summit and Strategic Planning meetings:

**Goal I: The WIBLC will embrace the development of a system to assist entry level workers develop the necessary work skills to enter the workforce and advance in the defined targeted career path clusters including healthcare, manufacturing, information technology, transportation/warehousing, construction and engineering. This system would be driven by the needs of employers as well as the needs and capacity of job seekers**

### Measures of Success:

- Number of individual job seekers who show improvement as a result of participation in the targeted career development system.
- Number of job seekers who complete their training curriculum and attain a certificate or a documented skill enhancement
- Job retention, wage gain, fringe benefits attained, and/or increased responsibility for those individuals who participate in some phase of the career development system
- Relative placement rate of those job seekers that participate in the career development system.

- Relative job retention rates of those job seekers who participate in the career development system.
- Number of employers who hire the job seekers who participated in the career development system at full-time, part-time or temporary levels.
- Number of employers receiving OJT funds from sources and number of job seekers successfully completing the training period.
- Number of employers who repeat and continue to hire job seekers who come through the career development system
- Amount of investments the employer applied toward the training
- Customer Satisfaction of Job Seeker and Employer with the Career Development System
- Number of Source partners that provide some aspect of the entry level career development services

**Goal II: The WIBLC will embrace the development of a comprehensive Marketing and Public Information initiative that increases awareness of the workforce development system in the region and how it connects to the economic development system.**

Measures of Success:

- **% increase in the number of Job Orders placed by employers throughout The Source**
- % increase in the number of employers utilizing *The Source*
- % increase in the number of Job Seekers accessing services
- % increase in the number of individuals attaining additional training in the community so they can advance in the workforce

**Goal III: The WIBLC will embrace and ensure that various workforce development initiatives and economic development initiatives collaborate and communicate this partnership to current and prospective employers in the region.**

Measures of Success:

- Number of workforce joint planning and area marketing events put in between these two systems
- Number of employees referred and/or trained in response to economic development project needs
- Number of Job Orders that are received and filled by *The Source*, that have businesses working with the economic development system
- Number of employers agree to stay in or move to Lucas County based on its workforce
- Development of a computer-based presentation highlighting how this collaboration can assist employers meet their workforce needs.
- Development of comprehensive brochure that pulls together the various resources in the community.

- % of increase in the number of partners that have staff at *The Source*

**Goal IV: The WIBLC will embrace the development of a system to assist existing workers enhances their skills so they are able to meet employers needs as well increase their long term earning potential**

**Measures of Success:**

- Number of individual job seekers who participate in the skill enhancement system and attain a certificate or a documented skill enhancement
- Wage gain attained for those individuals who participate
- Number of employers participating in the initiative
- Number of employers attaining Customized Training funds
- Number of employers who repeat and continue to hire job seekers who come through the career development system
- Amount of investments the employer applied toward the training
- Customer Satisfaction of Job Seeker and Employer with the Skill Enhancement System
- Number of Source partners that provide some aspect skill enhancement training

Outlined below is the agreed upon, WIA performance standards negotiated with ODJFS.

Program Measures	Negotiated Local Level of Performance	Program Measures	Negotiated Local Level of Performance
<b>Older Youth (19-21 yrs.)</b>		<b>Adult/Dislocated Worker</b>	
Entered Employment Rate	61%	Entered Employment Rate	71%Adult 78% Dislocated
Employment Retention Rate	78%	Employment Retention Rate	82%Adult 88% Dislocated
Earnings Change	\$2,761	Earnings Change	\$2,825
Credential Attainment Rate	42%	Earnings Replacement for Dislocated Worker	88%
<b>Younger Youth (14-18 yrs.)</b>		<b>Employment and Credential Rate</b>	66.3% Adult 62% Dislocated
Skill Attainment Rate	80%	<b>Customer Satisfaction</b>	
Diploma/Equivalent Attainment Rate	52%	Participant	76.5%
Retention Rate	47%	Employer	71.4%

## **Section VII: STRATEGIC PLANNING**

The creation of the WIBLC has afforded us the opportunity to make a major impact in the workforce development and the economic development of Lucas County.

The various entities responsible for these areas, although performing their duties to the best of their ability, have been unorganized in their efforts to improve the conditions of the region. The identification and the unification of the chief stakeholders in these areas is, in itself, a monumental achievement. As, such the WIB has identified this as one of their foremost reasons for their very existence.

The WIB has initially identified three short-term goals to be completed within the first year, allowing for the laying of the groundwork on which to build one system of workforce and economic development. These goals are:

- Build the WIB Structure
- Reach Out to the Community, and
- Prioritize Actions

### **Year 1-**

#### **Building the WIB Structure**

Formalized in July 2004, the WIBLC is a relatively new entity in Workforce Development in Lucas County. Its predecessor's (the Lucas County Workforce Development Policy Board) members have continued to take a leadership role on the board. However, the majority of the current membership is made up of new participants in the oversight of the workforce development system.

To bring these members "up to speed" as quickly as possible, these members have attended a board orientation session, two full WIB retreats, and a community summit within their first six months of membership; beyond the regular board activities of the functional committee meetings and full board meetings.

The primary focus of the retreats was on the board structure and restructuring, resulting in the identification of the objectives and milestones for the organizational management and implementation of this new WIB. These objectives and milestones are anticipated to be accomplished within the first full year of WIB implementation.

- The objectives and milestones identified for full implementation are:
- Appointment of WIB members by the County Commissioners, with engagement of the Mayor of Toledo for City appointments;
- Multiple orientation sessions for new members to ensure that all members understand roles, responsibilities, and opportunities in the new structure;
- A kick-off retreat attended by WIB members and County Commissioners, facilitated by CSW, resulting in transition task forces to implement the new structure;
- Filing of incorporation papers with the State of Ohio, registering the WIB as a non-profit corporation in the state;

- Hiring of an Executive Director for the WIB and setting up an interim contract as bridge to the new staffing structure under the non-profit corporation;
- Creation of a permanent committee structure for the WIB, with a clear scope of responsibility and initial work plan for each committee;
- Reviewing the progress of *The Source* and extending the contract of the Operator; Selection of legal counsel for assisting the WIB in moving forward with its non-profit structure;
- Certification of the WIB by the State of Ohio.
- A better understanding of funding - what we control directly and what the entire funding landscape for workforce development looks like;
- Being more actively involved in key decisions related to distribution of program funds, design of the one-stop service delivery network, and policies related to customer service in the county;
- Engaging the business community as a planning partner with the County Commissioners to ensure that funding for training and job placement is directly tied to employer needs;
- Changing the perception of the workforce system as "welfare" system to one that is widely respected and used by the general public and the business community;
- Entering into a formal agreement that lays out local roles and responsibilities among the County Commissioners, the WIB, the Fiscal agent, the Administrative Entity and the One-Stop Operator to ensure that customer service is provided at the highest possible levels
- Setting up a shared system of oversight and monitoring to ensure that program performance is achieved and the ultimate liability of the County Commissioners for misspent funds is protected.

### **Reaching Out to Community**

A key part of the short-term agenda of the newly established WIB is to signal to the community that the new WIB is "open for business" and is prepared to form new partnerships and provide leadership on workforce issues in a way that has not occurred before. Community outreach is a priority for the WIB and the following milestones and objectives have been identified:

- Workforce Information Committee's merger with the Workforce Committee of the Toledo Area Chamber of Commerce to form a focal point for the gathering of ongoing intelligence from the business community on its needs and on the responsiveness of the local workforce system in meeting those needs;
- Workforce Information Committee's hosting of a forum on sector-based approaches to the business community to better align the work of the WIB with approaches already in motion through the University of Toledo and Bowling Green State University;
- Formation of the first of the sector-based outreach approaches, the Healthcare Educators Task Force, resulting in the creation of a grant application to the U.S.



Department of Labor as a joint project of the Medical College of Ohio, the Hospital Council, the WIB, and CSW;

- One-Stop Committee's hosting of an initial forum of service provider partners to discuss progress, unmet needs, and ideas on improvements in uses of local resources for workforce development;
- One-Stop Committee's review of funding and program commitments of partners at *The Source*, along with review of mission and goals for the partnership.
- The committee and WIB's One-Stop Committee staff will follow with discussions with each partner leading to revisions in the Memoranda of Understanding (MOUs) that the partners have with the WIB to review commitments and responsibilities;
- Youth Council's efforts to form a broader base of coordination and planning for preparing area youths for emerging career opportunities, including inclusion of Toledo Public Schools and the City of Toledo Youth Coordinator in planning discussions;
- Executive Director's one-on-one meetings with key economic development, local government, education, and other community leaders to gather input on their expectations for a highly functional WIB in the local environment;
- WIB Chair's frequent meetings with local government officials and with business and economic development groups to position the WIB in a way that exhibits leadership in responding to their needs;
- WIB's community event of December 8 to gather input for WIB priorities as part of the business plan process (see summary on following page). The event was attended by members of the WIB's One-Stop and Workforce Information Committees, members of the Chamber's Workforce Community, representatives of each of the major economic development organizations in Lucas County and representatives of the human services community (e.g., United Way).

### **Prioritizing Actions**

#### **YEAR 1**

As part of the state process for local business planning, the WIB of Lucas County hosted a Community Summit on December 8, 2004, for the purpose of capturing broader business and community input to guide the WIB's action strategies. The community summit allowed for the identification of four priorities of action for the new board, giving a "springboard" for the strategic planning process.

These priorities are identified in the following chart along with possible assignments for the full WIB, the Workforce Information Committee, the One Stop Committee, the Youth

Council and the Executive Committee of the board. . Each of these Committees will be developing Implementation plans around these strategies over the next few months.

**Community Summit Suggested Priorities for WIB Action – From Public Planning Session of 12/8/04**

<b>SUGGESTED ACTION ITEMS FROM COMMUNITY MEMBERS: (from 5 highest-rated categories)</b>	<b>POSSIBLE ASSIGNMENTS FOR ACTION BY WIB COMMITTEES: WIB – full WIB Exec – Executive Committee WIC – Workforce Information Committee OS –One-Stop Committee YC – Youth Council</b>
<b>COLLABORATION &amp; CROSS-COMMUNICATION</b> <ol style="list-style-type: none"> <li>1. Coordination of planning beyond Lucas County borders</li> <li>2. WIB to coordinate with economic development to create “innovation incubator”</li> <li>3. WIB to be source of workforce information – communicate with all organizations and with public</li> <li>4. WIB to coordinate efforts of service providers – unify workforce and social services toward common goals</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>WIB</b> – connect to other WIBs</li> <li>2. <b>WIB</b> – joint planning with economic development</li> <li>3. <b>WIC</b> – get information and package for various audiences</li> <li>4. <b>OS</b> – for adult programs and services    <b>YC</b> – for youth programs and services</li> </ol>
<b>CAREER TRAINING &amp; EDUCATION FOR ENTRY WORKERS</b> <ol style="list-style-type: none"> <li>1. Youth career planning, skill building, and mentoring</li> <li>2. Work with special populations for entry into workforce (welfare, offenders, disabled, out-of-school youth, others)</li> <li>3. Invest in manufacturing technology and skill standards.</li> <li>4. Invest in health care training to solve shortages</li> <li>5. Dissemination of information to public on career and education opportunity</li> <li>6. Identify common core competency needs across business sectors and use to design training</li> <li>7. Back-to-basics emphasis for high school grads</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>YC</b> – in partnership with education</li> <li>2. <b>OS</b> – develop strategies with <i>The Source</i> and service partners</li> <li>3. <b>WIC</b> – through business sector panels</li> <li>4. <b>WIC</b> – through business sector panels</li> <li>5. <b>WIC</b> – based on information from State-of-Workforce Report and sector panels</li> <li>6. <b>WIC</b> – across sector panels</li> <li>7. <b>YC</b> – with education partners</li> </ol>

<p><b>EXISTING WORKER ENHANCEMENT</b></p> <ol style="list-style-type: none"> <li>1. Develop resource/incentives for upgrading existing workforce</li> <li>2. Develop career ladders within business</li> <li>3. Increase number of non-entry level jobs with benefits</li> <li>4. Assist employers with high risk employees (behavioral and skill issues)</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>OS</b> – work with service partners to identify resources</li> <li>2. <b>WIC</b> – identify current opportunity OS – identify strategies to assist</li> <li>3. <b>WIB</b> – work with economic development on strategies based on State-of-Workforce Report info</li> <li>4. <b>OS</b> – identify resources and strategies to assist</li> </ol>
<p><b>MARKETING &amp; PUBLIC INFORMATION</b></p> <ol style="list-style-type: none"> <li>1. Market workforce system to employers for jobs and skills other than entry-level</li> <li>2. Educate population to decrease fears and seize opportunities – let them know where jobs will be, what skills are needed, what opportunities for good jobs are here in area</li> <li>3. Educate employers on benefits in working with special populations (disabled, older workers, others)</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Exec</b> – define responsibility for marketing plan</li> <li>2. <b>WIC</b> – package information for public use in customer-friendly ways</li> </ol> <hr/> <p><b>OS</b> – work with <i>The Source</i> operator and service partners on info pieces</p>
<p><b>INTERNAL WORKFORCE SYSTEM IMPROVEMENTS</b></p> <ol style="list-style-type: none"> <li>1. Create a system data base</li> <li>2. Develop ongoing communication with area employers – particularly small businesses who may lack resources</li> <li>3. Drive workforce strategies toward area economic development goals</li> <li>4. Set baseline data and measure progress</li> <li>5. Develop world-class screening and skills documentation process to assist in sales strategy to existing employers and new prospects</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>WIB</b> – advocate with government and service providers</li> <li>2. <b>WIC</b> – through sector panels</li> </ol> <hr/> <ol style="list-style-type: none"> <li>3. <b>WIB</b> – work with economic development on overall strategies</li> <li>4. <b>WIB</b> for broad goals, <b>OS</b> &amp; <b>YC</b> for system goals, <b>Exec</b> for WIB goals</li> <li>5. <b>OS</b> and <b>WIC</b> jointly to connect business needs with system screening and skills documentation</li> </ol>

### Support of Advance Ohio Goals

The WIB values the Governor's State of Ohio Goals for Workforce Development, and as such, has identified Key Connecting Points for Lucas County and the possible actions for the WIB of Lucas County to support the State "Advance Ohio" Goals.

A complete copy of the Advance Ohio plan is available at the WIB of Lucas County office and is accessible on the State of Ohio web site.

The following chart identifies those Key Connecting points and possible actions for the WIB of Lucas County.

### Advance Ohio State Plan: What Action Can be Taken by WIB of Lucas County?

GOALS	KEY CONNECT POINTS FOR LOCAL WIBS	POSSIBLE ACTIONS FOR WIB OF LUCAS COUNTY IN SUPPORT OF PLAN
1. System will provide effective employment recruitment and job searching activities	<ul style="list-style-type: none"> <li>➤ Promotion of the state web site for job matching</li> <li>➤ Expansion of "one-stop" service access points</li> <li>➤ Increasing the visibility of the one-stop network</li> <li>➤ Creation of graduate retention programs for grads of high schools and colleges</li> </ul>	<ul style="list-style-type: none"> <li>➤ Expand access points for <i>The Source</i> – create standards for use of name/logo at sites beyond the hub site (<b>One-Stop Committee</b>)</li> <li>➤ Re-define marketing strategy and budget for marketing (<b>One-Stop Committee &amp; One-Stop Operator</b>)</li> <li>➤ Create "capture" initiatives for new high school and college grads – to prevent the "brain drain" from the region (<b>Youth Council, One-Stop Committee, Workforce Information Committee</b>)</li> </ul>
2. System will provide quality career information and career development opportunities	<ul style="list-style-type: none"> <li>➤ Distribution of career information to youths &amp; adults</li> <li>➤ Creation of better career information through the involvement of Employer Sector Advisory Boards</li> <li>➤ Increasing students participating in internship programs</li> <li>➤ Creating more "externships" for teachers &amp; career counselors</li> <li>➤ Mapping career development programs/resources available to youth</li> </ul>	<ul style="list-style-type: none"> <li>➤ Create local sector-based planning &amp; action groups (<b>Workforce Information Committee</b>)</li> <li>➤ Package and distribute career information (<b>Workforce Information Committee</b>)</li> <li>➤ Create summer employer exposure for teachers &amp; counselors (<b>Youth Committee</b>)</li> <li>➤ Create resource map of career development programs (<b>Workforce Information Committee</b>)</li> <li>➤ Develop more internships for high school students through involvement of sector-based employer groups (<b>Youth Council</b>)</li> </ul>

<p>3. System will provide education &amp; training needed for employer success &amp; success of individuals in planning careers</p> <hr/>	<ul style="list-style-type: none"> <li>➤ Working with employers on strategies for employee development &amp; advancement</li> <li>➤ Assisting employers in accessing state assessment &amp; training sources</li> <li>➤ Promoting the use of skill standards</li> <li>➤ Coordinating state education &amp; training programs at the local level in response to identified employer needs</li> <li>➤ Addressing the needs of special populations</li> <li>➤ Increasing the number of students accessing education following high school</li> <li>➤ Increasing the connections between the business community &amp; educators</li> <li>➤ Increasing the preparedness of high school grads</li> </ul>	<ul style="list-style-type: none"> <li>➤ Assist high schools in motivating non-college-bound youths to access education &amp; training programs following graduation (<b>Youth Council</b>)</li> <li>➤ Set standards for business services at <i>The Source</i> (<b>One-Stop Committee</b>)</li> <li>➤ Establish requirements for use of skill standards for training programs funded by WIA (<b>One-Stop Committee</b>)</li> <li>➤ Create sector-based tables for connecting employers to educators (<b>Workforce Information Committee</b>)</li> </ul>
<p>4. System will provide comprehensive services resulting in employee retention</p> <hr/>	<ul style="list-style-type: none"> <li>➤ Assisting employers in information &amp; strategies related to retaining their employees</li> <li>➤ Improving information &amp; access to services needed by employees to remain employed in their jobs</li> </ul>	<ul style="list-style-type: none"> <li>➤ Create a mechanism for on-going assessment of employer workforce needs through both staff tools and efforts of community intermediaries.</li> <li>➤ Create workshops for employers on retention &amp; advancement strategies (One-Stop Operator &amp; partners)</li> </ul>

<p>5. Advisory boards will be formed at state level in 12 sectors:</p> <ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Construction</li> <li>• Healthcare</li> <li>• Food service/accommodations</li> <li>• Agriculture</li> <li>• Trade</li> <li>• Transportation</li> <li>• Business services</li> <li>• Utilities</li> <li>• Education</li> <li>• Information technology</li> </ul>	<ul style="list-style-type: none"> <li>➤ Addressing the recommendations of first three sector groups formed by state: manufacturing, education, healthcare</li> <li>➤ Forming multi-agency responses to sector recommendations at the local level</li> <li>➤ Creating and maintaining communications – between state and local workforce boards, between employers and local service partners</li> </ul>	<ul style="list-style-type: none"> <li>➤ Align local cluster-based panels with state sector structure (<b>Workforce Information Committee</b>)</li> <li>➤ Explore the targeting of initial cluster initiatives to initial state targets of manufacturing, education, healthcare (<b>Workforce Information Committee, One-Stop Committee</b>)</li> <li>➤ Prioritize and formulate initiatives to address consensus priority needs among targeted clusters</li> </ul>
<p>6. System will provide a full range of services through high-quality local workforce development system</p>	<ul style="list-style-type: none"> <li>➤ Maintaining quality standards for one-stop centers</li> <li>➤ Increasing the system access points</li> <li>➤ Providing access &amp; information to local employers &amp; citizens</li> </ul>	<ul style="list-style-type: none"> <li>➤ Work with state to assume full responsibility for local one-stop re-certification process (<b>One-Stop Committee</b>)</li> <li>➤ Work with neighboring workforce areas on joint marketing &amp; visibility of access points in the region (<b>Executive Committee</b>)</li> </ul>
<p>7. System will measure &amp; monitor effectiveness of state &amp; local programs</p>	<ul style="list-style-type: none"> <li>➤ Identifying key indicators for the service system</li> <li>➤ Publishing a report card on the performance of the local workforce system</li> <li>➤ Maximizing receipt of federal funding tied to local performance</li> <li>➤ Defining quality indicators for one-stop centers – and processes for “raising the bar” on performance expectations</li> <li>➤ Defining outcome standards for training providers in the local areas</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop “balanced scorecard” for <i>The Source</i> (<b>One-Stop Committee &amp; One-Stop Operator</b>)</li> <li>➤ Establish program policies that maximize local area’s receipt of incentive funds (<b>One-Stop Committee</b>)</li> <li>➤ Define higher expectations for re-certification process for <i>The Source</i> (<b>One-Stop Committee</b>)</li> <li>➤ Create desired community impact indicators (<b>Full WIB</b>)</li> </ul>

Within the coming year the board will implement portions of the initial strategic planning by:

- Creating a balanced score card for *The Source*.
- Creating and implementing an evaluation process of the CEO
- Identifying the 5 major initiatives the board will accomplish over the next 5 years.

### **The Current Challenge**

There is broad recognition that the future of the local region depends heavily on our ability to prepare a workforce that can not only respond to the emerging needs of local employers, but can actually be a source of business attraction resulting from building the skills and work ethic that employers want. While there is optimism and excitement about the new structure of the WIB, there is much to be done to flesh out the "how-to" implementation strategies for the goals and recommended priorities included in this document.

As the WIB moves forward towards completion of a 501c3 organization, with a modest staffing complement, it will face challenges en route to implementing an effective strategic business strategic plan. One is the apparently decreasing amount of funding that will be available under WIA to administer local workforce systems. This will put a premium WIB staff grant, fee-for service and fee income to support its operations. Adding to the current uncertainty are the recently announced changes in local economic development structure. To be effective, the WIB must be closely tied to the new structure and must engage in regional planning beyond the Lucas County border. This is a critical juncture for the WIB as it enters 2005. It will either build the resource and staff base it needs to be a credible planning organization, or it will be largely oriented toward operational issues of *The Source* and the uses of a relatively small amount of WIA funding. To do the latter will result in the withdrawal, in large part, of key business support. To build the planning and resource coordination base envisioned by the Workforce Investment Act will require continuing support from the Lucas County Board of Commissioners, not only for approval of budgets and staffing for the broader functions, but also in ensuring that the WIB is an integral part of the emerging economic development coordination structure. To become truly effective as an economic development asset, the WIB will need to be in the "inner circle of trust" in the economic development structure, being both a receiver and supplier of sensitive information as deals are developed for both retention and attraction of local business.

Strategic planning will continue to be conducted through additional board retreats, at the functional committee meetings, and at the quarterly board meetings.

## ***Section VIII: FINANCIAL COMPONENTS***

The Lucas County Board of County Commissioner has appointed the Lucas County Office of Budget and Management (LCOMB) as the Fiscal Agent for Workforce Investment Act funds. LCOMB will be responsible for maintaining accurate, fiscally sound, documentation for audit purposes. This includes receiving and processing WIA invoices, maintaining an accurate general ledger, filing, monthly invoicing, assuming responsibility for fiscal monitoring and audit functions as necessary. LCOMB will report the financial status of the WIA funds to the Workforce Investment Board of Lucas County (WIBLC)

The Workforce Investment Board of Lucas County (WIBLC) has been in existent over the past six months. Prior to that time Lucas County had a Workforce Policy Board for four years. During the past four and half years, the Boards have had the opportunity to provide guidance and oversight to the utilization of the Workforce Investment funds that are allocated to Lucas County. The Boards have been provided financial reports on a regular basis reporting various income and expenses related to Workforce Investment Act funds. See Appendix A Attachment 1 (December Summary of Accrued/Actual Expenditures).

The WIBLC is currently in the process of defining the table of the organization that is needed for the work of the WIBLC. The WIBLC initial role is in the role of a strategic planning of workforce development initiatives while assuring that there is coordination between workforce development system and economic development system. The WIBLC is in negotiations with the Lucas County Board of Commissioners to define each others roles and responsibilities. The WIBLC staffing is currently funded by WIA funds at this time. As the WIBLC develops and evolves alternative funding will be identified and pursued to accomplish its goals and objectives.

The WIBLC has recently completed the state and federal required forms to become recognized as 501-3c private non-profit organization. This process will provide the WIBLC the opportunity to pursue funding via grants, fee for services, contracts, and other mechanisms to become more self-sufficient in the future. Those sources funds may come from the following:

- Private Foundations
- Private Business
- Private Individuals
- Federal Grants
- State Grants
- Colleges and Universities
- Local non-profit Organizations

The WIBLC is currently identifying the various public funds within the community that are utilized for workforce development activities through a number of community organizations. . The WIBLC will reach out to these organizations to assure coordination



and collaborations on future projects. Through building these collaborations, it will further strengthen the workforce development system in the region. See Attachment H for budgets of various organizations providing workforce development services in the local region.

Currently, *The Source* has a variety of services on site that are funded through the mandated federally funded programs. Attached is FY2005 and FY2006 MOU Budget which outlines positions funded, building cost, and other operational cost.

In the future, *The Source* will increase the variety of services on site to develop individuals for the workforce. The funding for these services may come through a variety of public and private sources. In the past year, *The Source* in conjunction with the Lucas County Commissioners has applied for funds through both public and private entities. *The Source* has secured one federal Department of Labor Grant which created Disability Navigator positions within *The Source*. *The Source* will continue to pursue other funding in an effort to expand service delivery. Another option for revenue generation that will be explored is fee for service for specialized business services. Additionally, *The Source* will recruit potential new partners that can be housed at *The Source*. such as programs funded with federal funds including TANF, WIA, and SSA Ticket to Work. Further, *The Source* will reach out to other private and public funded organizations, including private staffing services and other businesses performing workforce development services.

Through reaching out to these additional resources it will assure that the mission and vision of the WIBLC is fulfilled. Thus, strengthening the community and assisting economic development activities in the region.

THE SOURCE FUNCTIONAL TEAMS SUMMARY

**INFORMATIONAL TEAM**

- Provides guidance in the marketing of the Partners of The Source.
- Develops a method of distribution of information to Partner staff, employers, and community. (Center newsletter, Center brochures, updates Partner contact information, creates customer surveys, reviews the web site)
- Assists in obtaining information from the partners for distribution within the resource room.
- Reviews Center data, makes recommendations to the Partner Operational Committee on Operational matters within the Center.
- Works in an advisory capacity, providing guidance in cross-training of Partners in the Center.

**JOB SEEKER TEAM**

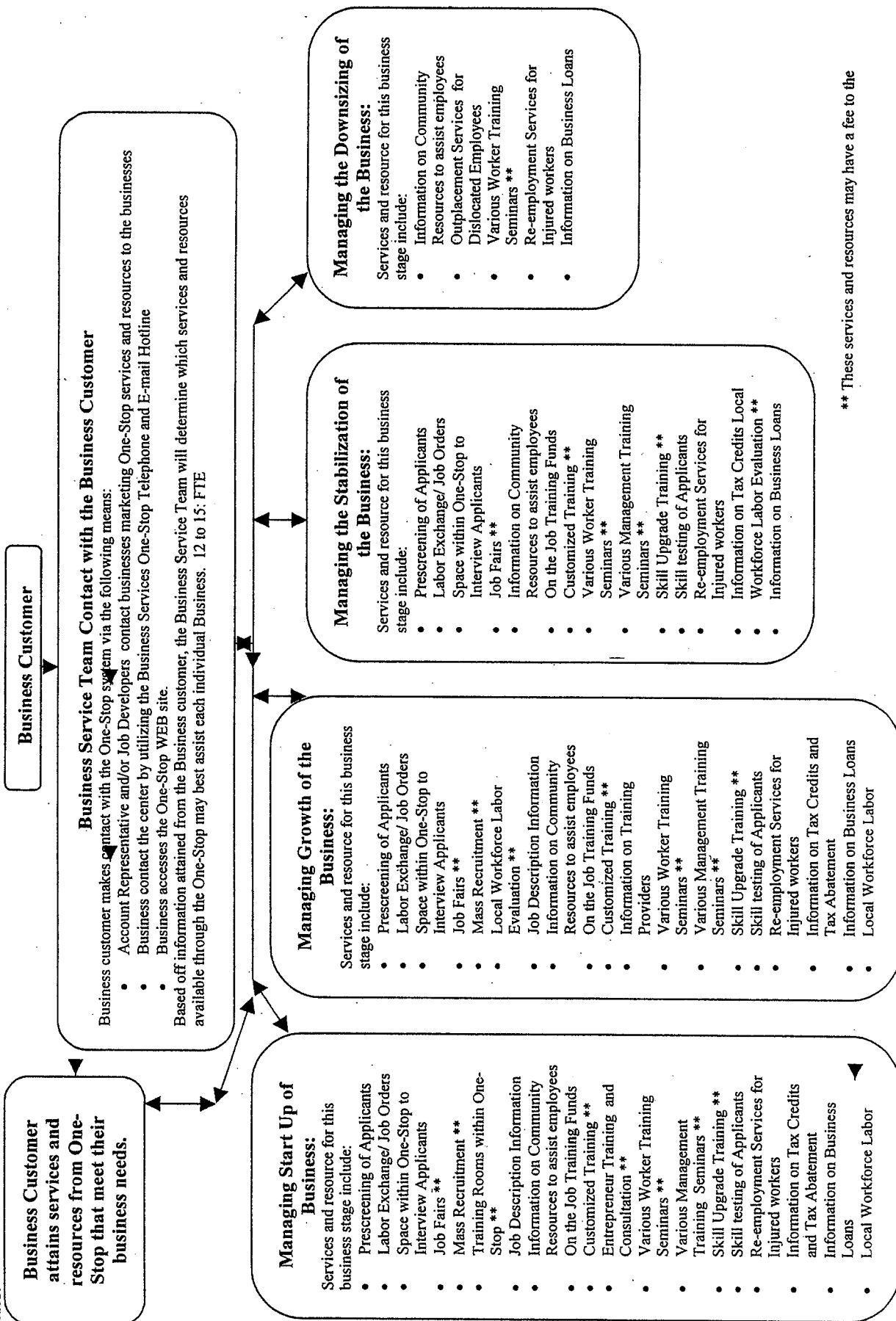
- Identifies services and resources available to Job Seekers and makes recommendations on modifications, and enhancements to these services.
- Coordinates information and services provided to the Job Seeker by the various staff members at the Center.
- Acts in an advisory capacity by soliciting and providing input and feedback as to the one-stop process for Job Seekers using the services.
- Advocates for the Job Seeker, ensuring the Center has a customer friendly, inviting atmosphere.
- Works toward enhancing partner involvement, making the center a common meeting place for Employers and Job Seekers.

**BUSINESS SERVICES TEAM**

- Solicits employer involvement and reviews employer feedback on business services offered by the Center.
- Disseminates information to, and collects data from employers, through various surveys, summits, and round tables.
- Makes recommendations to the Center Operations Committee on job fairs, mass recruits, training needs, etc.
- Reviews and monitors the Labor Exchange process, and makes recommendations for improvement.
- Assists in marketing The Source to employers and the community.

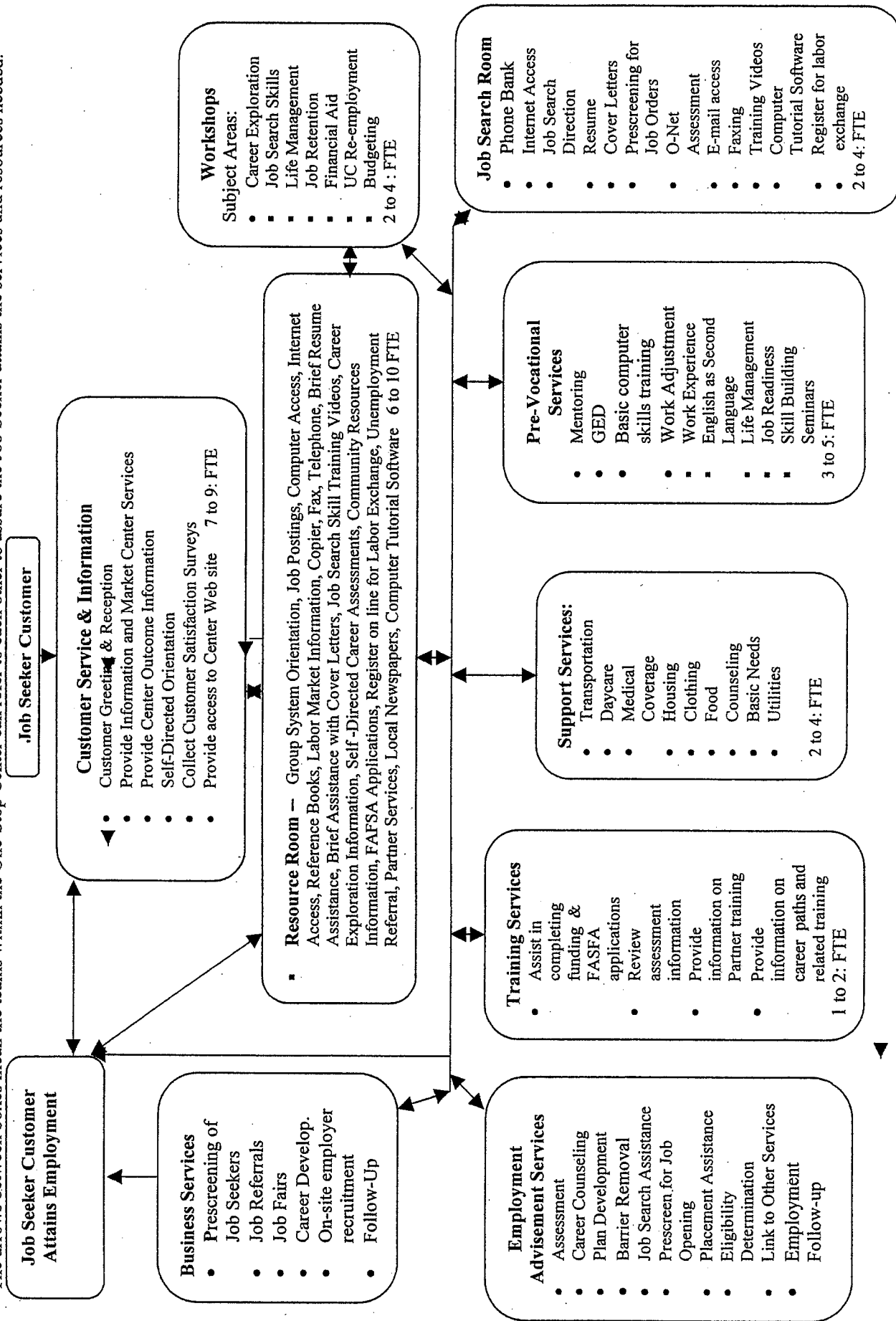
## Business Service Flow within Lucas County One-Stop Utilizing Business Cycles Approach

\*\* The Lucas County One-Stop System is committed to providing array of services and resources to the Business customer at the various business cycles.

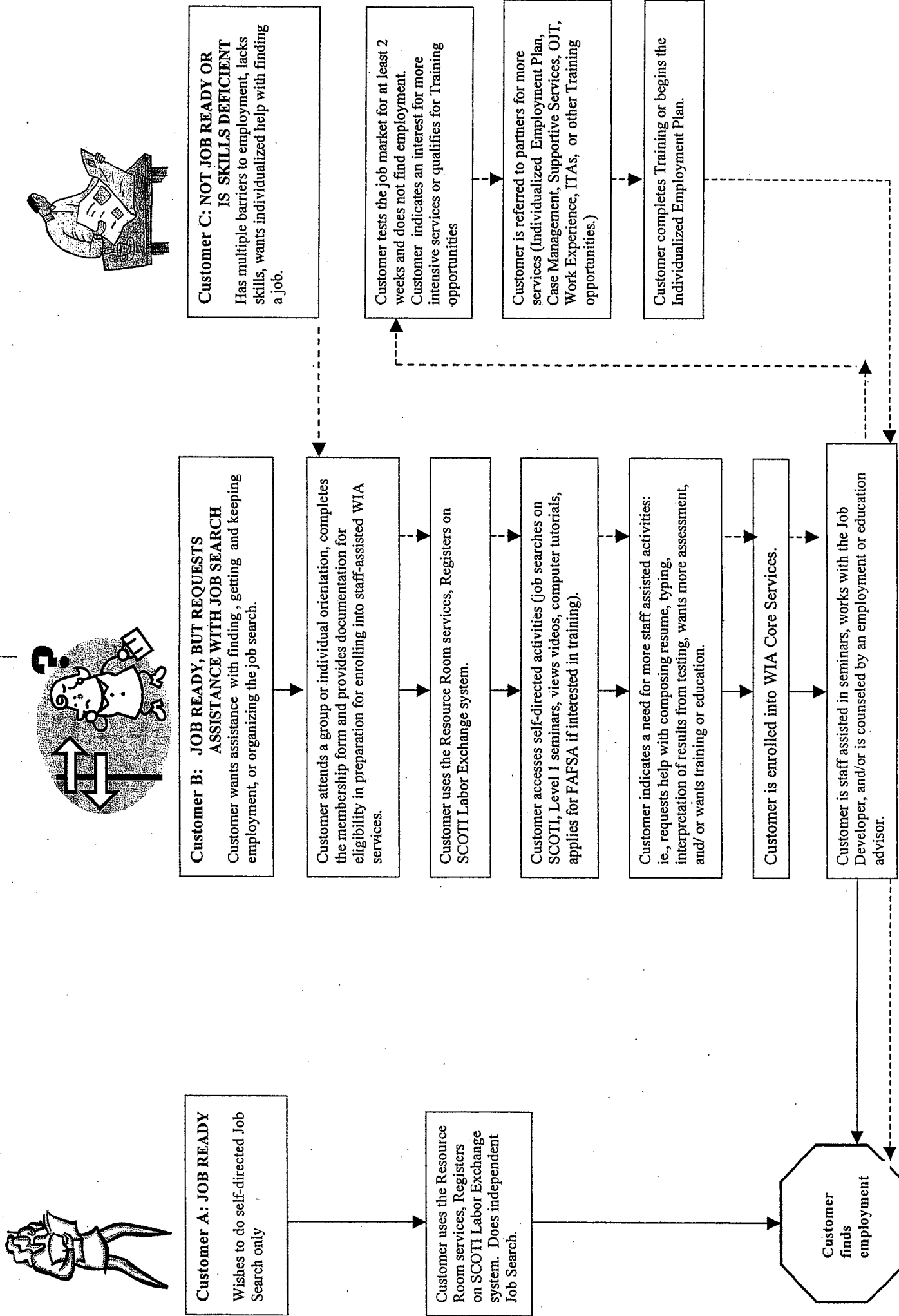


# *Job Seeker Customer Flow within Lucas County One-Stop*

\*\* The arrows between boxes mean the teams within the One-Stop Center can refer to each other to assure the Job Seeker attains the services and resources needed.



The Source Customer Flow Chart : Job Seeker Services



[illegible]

[illegible]

DATE

Membership #

## Lucas County One-Stop Membership Form

To allow us to serve you, please complete the following information

This information is solely intended for the use of the Lucas County One-Stop and will not become public record.

Last Name		First Name	Social Security #		
Street Address		Birth date			
		Are you over the age of 18? <input type="checkbox"/> Yes <input type="checkbox"/> No			
City	State	ZIP	Are you a Veteran?		<input type="checkbox"/> Yes <input type="checkbox"/> No
( )	( )		Are you the Spouse of a Veteran?		<input type="checkbox"/> Yes <input type="checkbox"/> No
Phone #	Message Phone or Cell #		E-mail address		

**Reason for Today's Visit**

Mark all that apply

☐ I am seeking a job
 ☐ I am seeking information on local labor market needs
 ☐ I am seeking information on Educational opportunities
 ☐ I am interested in attending the Seminars on Pre-employment skills
 ☐ I am interested in creating or updating my resume
 ☐ I wish to apply for Unemployment
 ☐ I Need help with
 

☐ Basic Living needs: (food, clothing, shelter)
 ☐ Disability and/or Health issues
 ☐ Searching for a job
 ☐ Substance abuse
 ☐ Work Place issues
 ☐ Applying for Medicaid
 ☐ Transportation
 ☐ Other (please Explain) \_\_\_\_\_
 ☐ Daycare
 ☐ GED/ basic skills/ESOL

☐ I am interested in Job Training
 ☐ I am interested in using the resources available:
 

☐ Photocopier
 ☐ Fax
 ☐ Telephone

☐ I am interested in working with a job developer
 ☐ I have an appointment with \_\_\_\_\_
 ☐ I am interested in updating my Computer skills
 ☐ I am interested in Rehabilitation Services
 ☐ I am interested in the 55+ Older Worker Prog.

Please provide the following demographic information so that we may better plan Center Services

Gender <input type="checkbox"/> Male <input type="checkbox"/> Female	Age <input type="checkbox"/> 15-19 <input type="checkbox"/> 20-29 <input type="checkbox"/> 30-39 <input type="checkbox"/> 40-54 <input type="checkbox"/> 55+
--	--

Income <input type="checkbox"/> \$0-9,999 <input type="checkbox"/> \$10,000-19,999 <input type="checkbox"/> \$20,000-29,999 <input type="checkbox"/> \$30,000-39,9000 <input type="checkbox"/> \$40,000-49,999	<input type="checkbox"/> \$50,000-59,000 <input type="checkbox"/> \$60,000+ <input type="checkbox"/> I do not want to provide my income information.
--	--

Race ☐ Caucasian/White ☐ Hispanic/Mexican-American/Latino ☐ African-American/Black

☐ Asian/Pacific Islander ☐ American Indian/Alaskan Native ☐ Not Available ☐ Other

Ethnic Group <input type="checkbox"/> Hispanic <input type="checkbox"/> Latino	Do you have a disability? <input type="checkbox"/> Yes <input type="checkbox"/> No
--	--

Highest Grade Completed \_\_\_\_\_

Employment Status <input type="checkbox"/> Part-Time <input type="checkbox"/> Full Time <input type="checkbox"/> Permanent Layoff <input type="checkbox"/> Long Term Unemployment	<input type="checkbox"/> Layoff/Termination <input type="checkbox"/> Plant Closed <input type="checkbox"/> Self Employed
---	--

Applied for Unemployment Benefits ☐ Yes ☐ No      Collecting Unemployment Benefits ☐ Yes ☐ No

I hereby authorize the release of my membership application to other Lucas County One-Stop Partners for employment/advising/counseling purposes.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**PLEASE CHECK ALL BOXES IN WHICH YOU HAVE EXPERIENCE****Managerial Occupations**

- ☐ General Operations Managers
- ☐ Financial Managers
- ☐ Sales Managers
- ☐ Computer/Information Services Managers
- ☐ Administrative Services Managers
- ☐ Construction Managers
- ☐ Food Service Managers
- ☐ Human Resources Managers

**Business and Financial Services****Occupations**

- ☐ Cost Estimators
- ☐ Accountants and Auditors
- ☐ Engineering Occupations
- ☐ Mechanical Engineers
- ☐ Environmental Engineers
- ☐ Computer/Mathematical Occupations
- ☐ Systems Analysts
- ☐ Software Engineers/Applications
- ☐ Network/Computer Systems
- ☐ Computer Support Specialists

**Community and Social Services****Occupations**

- ☐ Economists
- ☐ Mental Health/Substance Abuse workers
- ☐ Medical/Public Health Social Workers
- ☐ Social and Human Services Assistants
- ☐ Law Related Occupations
- ☐ Paralegals and Legal Assistants

**Education, Training and Library****Occupations**

- ☐ Preschool Teachers
- ☐ Elementary School Teachers
- ☐ Secondary Education Teachers
- ☐ Special Education Teachers
- ☐ Library Technicians
- ☐ Teachers Assistants

**Health Care Occupations**

- ☐ Respiratory Therapists
- ☐ Occupational Therapists
- ☐ Registered Nurses
- ☐ Licensed Practical Nurses
- ☐ Emergency Medical Technicians
- ☐ Pharmacy Technicians
- ☐ Surgical Technologists
- ☐ Dental Hygienists
- ☐ Cardiovascular Technicians
- ☐ Radiology Technologists/Technicians
- ☐ Medical Records/Health Technicians
- ☐ Surgical Technicians
- ☐ Opticians/Dispensing
- ☐ Medical Assistants
- ☐ Medical Transcriptionists

**Medical Support Occupations**

- ☐ Home Health Aides
- ☐ Personal Care Aides
- ☐ Physical and Corrective Therapy Assistants
- ☐ Massage Therapists
- ☐ Nursing Aides, Orderlies, Attendants
- ☐ Occupational Therapy Assistants
- ☐ Dental Assistants
- ☐ Veterinary Assistants

**Arts, Design, Entertainment, Sports and Media Occupations**

- ☐ Editors
- ☐ Public Relations Specialists
- ☐ Commercial Artists
- ☐ Graphic Designers
- ☐ **Sales and Related Occupations**
- ☐ Retail Sales Supervisors
- ☐ Cashiers
- ☐ Advertising Sales Agents
- ☐ Telemarketers, Solicitors, Door-to-Door Sales
- ☐ Shipping, Receiving, and Traffic Clerks
- ☐ Sales Representatives
- ☐ Real Estate Agents
- ☐ **Administrative Support/Clerical**
- ☐ Office and Administrative Support Supervisors
- ☐ Bill and Account Collectors
- ☐ Billing and Posting Clerks/Machine Operators
- ☐ Stock Clerks and Order Fillers
- ☐ Bookkeeping, Accounting and Auditing Clerks
- ☐ Adjustment Clerks
- ☐ Tellers
- ☐ Customer Service Representatives
- ☐ Human Resources Assistants
- ☐ Receptionists and Information Clerks
- ☐ Dispatchers
- ☐ Postal Services Mail Carriers
- ☐ Bill and Account Collectors
- ☐ Hotel, Motel, and Resort Desk Clerks
- ☐ Executive Secretaries, Administrative Assistants
- ☐ Legal Secretaries
- ☐ Medical Secretaries
- ☐ General Office Secretaries
- ☐ General Office Clerks
- ☐ **Protective Service Occupations**
- ☐ Fire Fighters
- ☐ Police and Sheriff Patrol Officers
- ☐ Security Guards
- ☐ **Food Preparation and Serving-Related Occupations**
- ☐ Restaurant Cooks
- ☐ Bartenders
- ☐ Food Preparation Workers
- ☐ **Personal Care and Service Occupations**
- ☐ Hairdressers, Hair Stylists, and Cosmetologists
- ☐ Manicurists and Pedicurists
- ☐ Fitness Trainers
- ☐ Child Care Workers
- ☐ **Building and Grounds Cleaning and Maintenance Occupations**
- ☐ Janitors and Cleaners
- ☐ Housekeepers
- ☐ Laborers, Landscaping and Groundskeeping
- ☐ Animal Caretakers (non-farm)
- ☐ **Installation, Maintenance, and Repair Occupations**
- ☐ Security and Fire Alarm Systems Installers
- ☐ Auto Body and Related Repairers
- ☐ Aircraft Mechanics and Service Technicians
- ☐ Millwrights

- ☐ Machine Repairers
- ☐ Telephone and Cable TV Installation and Repair
- ☐ Electronic Repairer, Commercial and Industrial
- ☐ Coin and Vending Machine Servicers
- ☐ Automotive Mechanics and Service Technicians
- ☐ Bus, Truck and Diesel Mechanics
- ☐ HVAC Mechanics
- ☐ **Construction and Extraction Occupations**
- ☐ Electricians
- ☐ Brick Masons
- ☐ Carpenters
- ☐ Construction Laborers
- ☐ Cement Masons and Concrete Finishers
- ☐ Construction Equipment Operators
- ☐ Painters, Construction and Maintenance
- ☐ Plumbers, Pipefitters and Steamfitters
- ☐ Insulation Workers
- ☐ Roofers
- ☐ Sheet Metal Workers
- ☐ Structural Iron and Steel Workers
- ☐ **Transportation and Material Moving Occupations**
- ☐ Truck Drivers, Heavy
- ☐ Truck Drivers, Light
- ☐ Bus Drivers, School
- ☐ Commercial Pilots
- ☐ Railroad Conductors and Yardmasters
- ☐ Captains, Mates, Pilots of Water Vessels
- ☐ Excavation Loading Machine Operators
- ☐ Industrial Truck and Tractor Operators
- ☐ Vehicle Washers and Equipment Cleaners
- ☐ Hand Freight, Stock, Material Movers
- ☐ **Production Occupations**
- ☐ Computer-Controlled Machine Tool Operator
- ☐ Machinists
- ☐ Forging Machine Setters/Operators/Tenders
- ☐ Electrolytic Plating Machine Set/Operator
- ☐ Cutting/Punch Press Machine Operators
- ☐ Lathe and Turning Machine Tool Setters
- ☐ Molding/Coremaking/Casting Machine Operator/Tender
- ☐ Tool and Die Makers
- ☐ Bindery Machine Operators
- ☐ Packaging and Filling Machine
- ☐ Machine Assemblers
- ☐ Welders, Solderers and Brazers
- ☐ Inspectors/Testers/Sorters/Samplers/Weighers
- ☐ Printing Press Machine Operators
- ☐ Furnace/Kiln/Oven/Drier/Kettle Operators and Tenders

Date \_\_\_\_\_

Customer Name \_\_\_\_\_

## Initial Assessment

Assessment Criteria	YES	NO
<b>RESUME</b>		
1. Customer has resume		
Resume is neat, clean and functional		
<i>Resume Objective</i> is clear and professional		
* Customer agrees to attend resume seminar on _____		
<b>COVER LETTER</b>		
2. Customer has Cover Letter		
Cover letter is neat, clean and functional, and contains bulleted items		
Cover letter conveys customer strengths and skills		
*Customer agrees to attend Cover Letter Seminar on _____		
<b>APPLICATIONS AND REFERENCES</b>		
3. Customer can provide professional references		
References are typed and separate from the resume		
Customer has acceptable answer to "Reason for Leaving"		
Customer has contacted ___ potential employers within the last 5 days		
* Customer agrees to attend Applications seminar on _____		
<b>INTERVIEWING</b>		
4. Customer makes appropriate eye contact and body language		
Customer has acceptable answer to "Reason for Applying for this job"		
Customer has appropriate hand shake		
Customer appropriately answers dressing for interview questions		
* Customer agrees to attend the Interviewing Seminar on _____		
<b>EDUCATION</b>		
5. Customer has adequate education for employment goal		
Customer has graduated from High School		
Customer can read and write fluently in English		
*Customer would like to attend GED prep or ESOL classes		
<b>TRANSFERRABLE SKILLS</b>		
Customer can identify 3 vocational strengths		
Customer can identify 3 vocational areas where his/her skills may be used		
* Customer agrees to attend the Transferrable Skills Seminar on _____		

One-Stop Staff \_\_\_\_\_ Title \_\_\_\_\_

## **ASSURANCES AND CERTIFICATIONS**

1. The Workforce Investment Board of Lucas County assures it will establish fiscal control and fund account procedures to ensure the proper disbursement of and accounting for all funds received through the Workforce Investment Act (WIA).
2. The Workforce Investment Board of Lucas County assures that it shall keep records that are sufficient to permit the preparation of reports required by the WIA and shall maintain such records, including standardized records for all individual participants and submit such reports as the State may require.
3. The Workforce Investment Board of Lucas County assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the WIA.
4. The Workforce Investment Board of Lucas County assures that funds will be spent in accordance with the WIA regulations, written Department of Labor guidance, written Ohio Department of Job and Family Services guidance, and all other applicable Federal and State laws.
5. The Workforce Investment Board of Lucas County assures that veterans will be afforded employment and training activities authorized in the WIA, to the extent practicable.
6. The Workforce Investment Board of Lucas County assures it will comply with any grant procedures prescribed by the Secretary which are necessary to enter into contracts for the use of funds under WIA, including, but not limited to the following:

### General Administrative Requirements

29 CFR part 97 – Uniform Administrative Requirements for State and Lucas County Governments (as amended by the WIA) and OMB Circular A-110 as applicable;

29 CFR part 96 – (as amended by OMB Circular A-133 Single Audit Act)

OMB Circular A-87 – Cost Principles (as amended by the WIA)

OMB Circular A-122 and A-22 as applicable

### Assurances and Certifications

SF 424 B – Assurances for Non-Construction Programs

29 CFR part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and Regulation)

29 CFR part 93 – Certification Regarding Lobbying (and Regulation)

29 CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and Regulation)

**Workforce Investment Area  
Regional One-Stop System # 9  
Resource/Cost Sharing Agreement**

**I. Identification of Shared Costs: The following costs have been agreed upon by the local Partners as shared cost items associated with the operation of the One-Stop System. A description of the cost item and benefit derived is illustrated as follows:**

(Note: Line Item Cost Benefit language below is for illustrative purposes - local areas must define)

One-Stop System Operating Cost Pools	Line Item (Including Cost Benefit)	Site	Annual Cost
Facilities Pool	Lease - Cost of the physical space used for Partner services, Resource Room, conference rooms, interview rooms, common areas, and training labs. Total square footage= 37,359.40: 20,186 on 1st floor, 3,402 on 2nd floor (+ 6,000 sq ft at no charge), and 7,771.40 common space. (Base rent @ 2.25/sq. ft. x 23,588 sq ft on 1st and 2nd floors (no common) = \$53,073/year, amortization of build-out @ \$176,000 over 5 years = \$35,600/year (no interest), and operating expenses @ 60.8% of total expense capped @ 7.05/sq ft (2005 rate) x 37,359.40 sq ft (includes common and 6,000 sq ft on 2nd floor) = \$263,447.17). 2nd year Rent total= 352,120.17. Janitorial/cleaning services and general building/parking lot maintenance included. Electricity and snow removal not included.	Level 2	352,120.17
	Level 2 located at 1301 Monroe Street includes 37,359.40 square feet. Cost per sq. ft. of usable space = \$11.90	Level 1	
	Level 1 located at _____ includes _____ square feet	Level 1	
	Utilities - Cost of electricity.	Sub-total	352,120.17
		Level 2	48,000.00
		Level 1	
		Common	
		Sub-total	48,000.00
	Maintenance (Janitorial) - Basic janitorial services included in lease cost.	Level 2	
		Level 1	
		Sub-total	
	Maintenance (Repairs, etc.) - Cost of minor building repairs, maintenance of equipment (air conditioning, heating systems), upkeep (painting, carpeting, flooring). Included in lease cost.	Level 2	0.00
		Level 1	
		Level 1	
		Sub-total	0.00
	Other - Snow Removal- cost for snow removal in parking lot areas.	Level 2	2,600.00
		Level 1	
		Level 1	
		Sub-total	2,600.00
	Other - Security/Building Maintenance- Salary, benefits and associated administrative costs for 1 FTE to provide Security/Building Maintenance.	Level 2	50,000.00
		Level 1	
		Level 1	
		Sub-total	50,000.00
	Other - Security Cameras- costs associated with internal and external building surveillance system.	Level 2	11,205.63
		Level 1	
		Level 1	
		Sub-total	11,205.63
	SUBTOTAL - Facilities Pool (before VSC rent reduction)	Level 2	463,925.80
		Total	463,925.80
	Other - Partner-paid Rent Reduction for 2,340 sq ft. rented to VSC.	Level 2	-66,756.02
		Sub-total	-66,756.02
	Total - Facilities Pool	Level 2	397,169.78
		Level 1	0.00
		Level 1	0.00
		Total	397,169.78

One-Stop Management Pool	One-Stop Operator - Salary, benefits and associated administrative costs for .75 FTE to manage program services, daily management of operations, conducting One-Stop Partner meetings, etc.	Level 2 Level 1 Level 1	72,102.31
	One-Stop Quality Assurance Manager - Salary, benefits and associated administrative costs for .25 FTE to ensure CQI within The Source via production of performance reports with analysis, etc.	Sub-total Level 2 Level 1	72,102.31 19,428.60
	Receptionist/Greeters - Salary, benefits and associated administrative costs for 2 FTE receptionist/greeters available to assist the Partners with phone coverage, mail needs, light typing, some scheduling, ordering of supplies, inventory, etc. Additional 1 FTE front desk receptionist provided by EW, valued at 15K.	Sub-total Level 2 Level 1 Level 1	19,428.60 97,854.00
	Data Entry/Support Staff - Salary, benefits and associated administrative costs for 1 FTE support staff to enter common customer information into the state automated system for all Partner access, maintenance of records for Common Referral Form tracking, assisting Partners in retrieving information on customers, maintenance of a central file of customer products (work plans, resumes, applications), etc.	Sub-total Level 2 Level 1 Level 1	97,854.00 41,427.00
Fiscal Support Staff -		Sub-total Level 2 Level 1 Level 1	41,427.00 0.00
Technology Support Staff - Salary, benefits and associated administrative costs for .25 FTE IT staff for general maintenance of Resource Room hardware and software.		Sub-total Level 2 Level 1 Level 1	0.00 15,114.74
Other -		Sub-total	15,114.74
Note: Direct program delivery staff costs are not included in this pool. That staff time is captured in the shared services pool.		Sub-total	
Total - One-Stop Management Pool		Level 2 Level 1 Level 1 Total	245,926.65 245,926.65

<b>Computer Equipment (Hardware)</b> - Reed Act funds to cover \$10,000/year originally budgeted for depreciation over 3 years for \$30,000 computer purchase- not charged to Partners. - for customer use in: internet searches of job postings, word processing for employment, seeking documents, researching labor market information, communicating via e-mail to employers, researching training program opportunities, on-line applications to educational institutions or prospective employers, etc. (includes costs for training lab equipment)	Level 2	0.00
	Level 1	
	Level 1	
	Sub-total	0.00
<b>Computer Equipment (Software)</b> - Reed Act funds to cover purchases of tutorials for Resume Writing, Word Products, OCSIS, etc. available at all sites for customer use in job search and/or training activities, etc.- not charged to Partners.	Level 2	
	Level 1	
	Level 1	
	Sub-total	0.00
<b>Copier and Copier Maintenance</b> - Cost of copiers and maintenance contracts for customer use in duplicating documents.	Level 2	7,118.19
	Level 1	
	Level 1	
	Sub-total	7,118.19
<b>Fax and Fax Maintenance</b> - Replacement cost of fax machine for customer use in transmittal of documents.	Level 2	1,500.00
	Level 1	
	Level 1	
	Sub-total	1,500.00
<b>Telephone System</b> - Cost of maintaining telephone and fax lines for customer use in the Resource Room and Training Lab. Includes the cost of Nortel Meridian phone system and related equipment.	Level 2	1,500.00
	Level 1	8,684.96
	Level 1	
	Sub-total	10,184.96
<b>Internet Access</b> - Cost of broadband line for maintaining internet access to all computers in the Resource Room and Training Lab for customer use.	Level 2	480.30
	Level 1	
	Level 1	
	Sub-total	480.30
<b>Furniture</b> - Cost for customer use of additional Resource Room furniture- includes tables and chairs, brochure stands, bulletin boards for job postings, waiting area furniture, etc. (includes training lab and/or conference room and/or interview room furniture)	Level 2	1,000.00
	Level 1	
	Level 1	
	Sub-total	1,000.00
<b>Audio-Visual Equipment</b> - Reed Act funds to cover \$2,200 budgeted expenses for monitor and display screen for use in providing services to customers such as orientations, workshops, trainings, relaying information for Partner supportive services, etc.- not charged to Partners	Level 2	0.00
	Level 1	
	Level 1	
	Sub-total	0.00
<b>Supplies</b> - Miscellaneous supplies related to customer use such as paper, pens, envelopes, paper clips, staplers, etc.	Level 2	11,073.60
	Level 1	
	Level 1	
	Sub-total	11,073.60
<b>Other - Reference Materials</b> - includes reference books, posters & frames, journals, videos, CD's, software, and subscriptions made available for use by Universal Customer and Partner Staff. Estimated costs: Subscription to The Toledo Blade= 132.00/yr, The Welfare Reporter= 279.00/yr, Job Seeker Brochures- 4 styles @ 500/lea= 1562 1x/yr and additional reference materials for customer use as needed.	Level 2	2,500.00
	Level 1	
	Level 1	
	Sub-total	2,500.00
<b>Other - Additional Equipment &amp; Information Technology Set-up and Maintenance Costs</b> - includes costs for contracted set-up or moving of existing equipment, resolution of equipment-related workstation issues, ongoing equipment repair and maintenance, specialized report writing for gathering of information etc. Also includes costs for related computer equipment accessories such as wiring, cables, patch cords, switches, power strips, outlet components and surge protectors. Costs for Video Conference equipment not yet included.	Level 2	8,877.60
	Level 1	
	Level 1	
	Sub-total	8,877.60
<b>Total - Resource Room Pool</b>	Level 2	41,234.65
	Level 1	
	Level 1	
	Total	41,234.65

Equipment & Supplies Pool (Partner Use)	Telephone System - Cost of maintaining telephone and fax lines for Partner use. Includes li: of Nortell Meridian phone system and related equipment.	Level 2 Level 1 Level 1	34,739.86
	Internet Access - Cost of broadband line for maintaining internet access to computers for Partner use.	Sub-total Level 2 Level 1 Level 1	34,739.86 480.30
	Copier and Copier Maintenance - Cost of copiers and maintenance contracts for use by Partner staff in Resource Room, Training Lab and shared Partner areas- for duplicating documents.	Sub-total Level 2 Level 1 Level 1	480.30 2,372.73
	Fax and Fax Maintenance - for Partner use in transmittal of documents	Sub-total Level 2 Level 1 Level 1	2,372.73
	Postage - Cost for postage meter machine and related postage costs for One-Stop System mailings to promote the services and resources of the One-Stop.	Sub-total Level 2 Level 1 Level 1	0.00 815.80
	Furniture - Cost for Partner use furniture, may include office space furniture, cubicles, etc.	Sub-total Level 2 Level 1 Level 1	815.80
	Supplies - Miscellaneous supplies related to Partner use such as paper, pens, envelopes, paper clips, staplers, etc.	Sub-total Level 2 Level 1 Level 1	0.00 5,962.71
	Common Tracking System Software- Reed Act funds to cover \$48,000 budgeted for Magnetic Swipe Card machine system to track customer flow and traffic- not charged to Partners.	Sub-total Level 2 Level 1 Level 1	5,962.71
	Computer Equipment (Hardware) Level 2 - cubicles equipped with computer systems (includes monitors, hard drives, keyboards, mouses, ergonomic chair and related attachments.) Level 1 (site) - cubicles similarly equipped Level 1 (site) - cubicles similarly equipped - for Partner use in delivery of program services and for internet access	Sub-total Level 2 Level 1 Level 1	0.00
	Other - Equipment & Information Technology Set-up and Maintenance Costs- includes costs for contracted set-up or moving of existing equipment, resolution of equipment-related workstation issues, ongoing equipment repair and maintenance, specialized report writing for gathering of information etc.	Sub-total Level 2 Level 1 Level 1	0.00 986.40
Total - Equipment and Supplies Pool (Partner Use)		Sub-total Level 2 Level 1 Level 1 Total	986.40 45,357.79 45,357.79

Outreach/Marketing Pool	Brochures and Printed Materials - Cost of developing and producing One-Stop System information brochures, letterhead, business cards, name badges, flyers, resource pamphlets, etc.	System-wide	1,700.00
		Sub-total	1,700.00
	Billboard Advertising - Cost of public service announcement billboards advertising services of the One-Stop System, strategically placed in targeted service areas.	System-wide	
		Sub-total	0.00
	Media Advertising - Cost for public service announcements (PSAs) on local television, radio, and newspaper outlets, targeting different services of the One-Stop System.	System-wide	
		Sub-total	0.00
	Orientation Materials - Cost for production of One-Stop System orientation materials which include a repeating loop VCR tape describing services, self assisted exploration via local website, etc.	System-wide	
		Sub-total	0.00
	Signage - Cost for interior and exterior signs for the physical One-Stop System sites.	System-wide	
		Sub-total	0.00
Miscellaneous Pool	Other - Job Fair related costs- includes costs to have copies made at printer and mailed.	System-wide	5,000.00
		Sub-total	5,000.00
	Other - Meeting supplies- Beverage/snacks for meetings and presentations to Partner and Business community- includes costs for coffee, cups, plates, napkins, sweetener, creamer, etc.	System-wide	1,800.00
		Sub-total	1,800.00
	Other - Website development and maintenance- includes contracted costs for website domain, private registration, e-mail boxes for website, on-going modifications and maintenance to One-Stop website.	System-wide	2,000.00
		Sub-total	2,000.00
	Total - Outreach/Marketing Pool	System-wide	10,500.00
		Sub-total	10,500.00
	Other - Unanticipated miscellaneous expenses.	System-wide	2,000.00
		Sub-total	2,000.00
Total - Miscellaneous Pool	Other -	System-wide	0.00
		Sub-total	0.00
		System-wide	0.00
		Sub-total	0.00
	Total - Miscellaneous Pool	System-wide	2,000.00



Summary of Cost Pools	Facilities Pool			
		Level 2	Level 1	Level 1
One-Stop Management Pool				
		Sub-total		397,169.78
		Level 2		
		Level 1		
Resource Room Pool		Level 1		
		Sub-total		245,926.65
		Level 2		
		Level 1		
Equipment and Supplies Pool (Partner Use)		Level 1		
		Sub-total		41,234.65
		Level 2		
		Level 1		
Outreach/Marketing Pool		Level 1		
		Sub-total		45,357.79
		System-wide		
		Sub-total		10,500.00
Miscellaneous Pool		Level 2		
		Level 1		
		Level 1		
		Sub-total		2,000.00
Total - All Pools		Level 2		
		Level 1		
		Level 1		
		System-wide		
		Total		742,166.97

II. Allocation Methodology: The One-Stop System partners have agreed upon the following three methodologies for determining proportionate shares for the shared cost items.

- A. Position Usage: Based on partners' Full-Time Equivalent (FTE) staff stationed at the One-Stop. Partners with Part-Time staff stationed at the One-Stop are calculated based on Full-Time Equivalency. Illustrated as follows:

	ODJFS	LCWDA/Op	LCJFS/NW	Wash LS, Sylvania CS, Oregon C&TC, Penta C&TC	Owens CC, UT, TPS, LCESC	ORSC	Experience Works	EOPA	LMHA	Job Corps	One-Stop Operator	VSC	LCIS		
# of FTE Equivalent	13	30	15	0.5	0.5	2	1	0.25	0.25	2	1.5	0	0	0	66
% of overall FTE Equivalent	19.70%	45.45%	22.73%	0.76%	0.76%	3.03%	1.52%	0.38%	0.38%	3.03%	2.27%	0.00%	0.00%	0.00%	100.00%
	\$67,958.31	\$156,828.86	\$78,413.43	\$2,613.78	\$2,613.78	\$10,455.12	\$5,227.56	\$1,306.89	\$1,306.89	\$10,455.12	\$7,841.34	\$0.00	\$0.00	\$0.00	\$345,019.09
(Information in table is a sample for illustrative purposes.)															

- B. Occupancy: Based on actual square footage used by each partner with common space (hallways, classrooms, restrooms, Resource Center) prorated based on the percentage of actual space used. Illustrated as follows:

	ODJFS	LCWDA/Op	LCJFS/NW	Wash LS, Sylvania CS, Oregon C&TC, Penta C&TC	Owens CC, UT, TPS, LCESC	ORSC	Experience Works	EOPA	LMHA	Job Corps	One-Stop Operator	VSC probable 2340 sq ft	LCIS potential 320 sq ft		
Square Footage	1,110	4,862	7,310	40	40	160	80	20	20	160	120	2,340		0	16,262
% of overall Square Footage	6.83%	29.90%	44.95%	0.25%	0.25%	0.98%	0.49%	0.12%	0.12%	0.98%	0.74%	14.39%	0.00%	0.00%	100.00%
	\$31,666.32	\$138,704.17	\$208,541.24	\$1,141.13	\$1,141.13	\$4,564.51	\$2,282.26	\$570.56	\$570.56	\$4,564.51	\$3,423.39	\$66,756.02	\$0.00	\$0.00	\$463,925.80
	\$31,666.32	\$138,704.17	\$208,541.24	\$1,141.13	\$1,141.13	\$4,564.51	\$2,282.26	\$570.56	\$570.56	\$4,564.51	\$3,423.39	\$66,756.02	\$0.00	\$0.00	\$66,756.02
	\$397,169.78	\$99,621.52	\$295,531.03	\$1,754.91	\$1,754.91	\$15,019.64	\$7,509.82	\$1,877.45	\$1,877.45	\$15,019.64	\$11,264.73	\$0.00	\$0.00	\$0.00	\$397,169.78
	\$742,188.87														\$742,188.87

\$12.42 sq ft

- C. Equal Access: Calculation based on the total number of partners sharing equally in the cost and/or services.

Workforce...ment Area  
Resource/Cost Sharing Agreement  
Allocation of Shared Costs

Facilities Pool															Allocation Base: B-Occupancy														
Shared Cost Item		Total	ODJFS (WPI Vetar/ TAA/ UI)	LCMDAOP (Adult/ Disloc Wet/ Youth)	LCJFSNW	Wash LS, Sylvania CS, Oregon CRTC, Perite CRTC	Owens CC, UT, TPS, LCESC	ORSC	Experience Works Title V (BCSEP)	EOPA	LMHA	Job Corps	One-Stop Operator	VSC	LCIS	Other													
									Older Amer Title V (BCSEP)	CBSG EXT Entity	HUD E&T Entity	CCC	Disability Navigator																
Level 2 - (Site locale)																													
Lease Cost (includes common area)		\$352,120.17	\$24,034.77	\$105,276.61	\$158,283.02	\$866.12	\$866.12	\$3,464.47	\$1,732.24	\$433.06	\$433.06	\$3,464.47	\$2,598.35	\$50,687.89	\$0.00	\$0.00													
Utilities		\$48,000.00	\$3,276.35	\$14,351.00	\$21,576.68	\$118.07	\$118.07	\$472.27	\$236.13	\$59.03	\$59.03	\$472.27	\$354.20	\$6,906.90	\$0.00	\$0.00													
Maintenance - Janitorial Service		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00													
Maintenance - Building (repairs, upkeep)		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00													
Other - Snow Removal		\$2,600.00	\$177.47	\$777.35	\$1,168.74	\$6.40	\$6.40	\$25.58	\$12.79	\$3.20	\$3.20	\$25.58	\$19.19	\$374.12	\$0.00	\$0.00													
Other - Security/Building Maintenance		\$50,000.00	\$3,412.86	\$14,948.96	\$22,475.71	\$122.99	\$122.99	\$491.94	\$245.97	\$61.49	\$61.49	\$491.94	\$368.96	\$7,194.69	\$0.00	\$0.00													
Other - Security Cameras		\$11,205.63	\$764.87	\$3,350.25	\$5,037.09	\$27.56	\$27.56	\$110.25	\$55.13	\$13.78	\$13.78	\$110.25	\$82.69	\$1,612.42	\$0.00	\$0.00													
SUBTOTAL - (before VSC rent reduction)		\$463,925.80	\$31,666.32	\$136,704.17	\$208,541.24	\$1,141.13	\$1,141.13	\$4,564.51	\$2,282.28	\$570.56	\$570.56	\$4,564.51	\$3,423.39	\$68,756.02	\$0.00	\$0.00													
Other - Rent Reduction for 2,340 sq ft rented to VSC		-\$68,756.02												-\$68,756.02	\$0.00	\$0.00													
Sub-Total		\$397,169.78	\$31,666.32	\$136,704.17	\$208,541.24	\$1,141.13	\$1,141.13	\$4,564.51	\$2,282.28	\$570.56	\$570.56	\$4,564.51	\$3,423.39	\$0.00	\$0.00	\$0.00													
Level 1 - (Site locale)																													
Lease Cost (includes common area)																													
Utilities																													
Maintenance - Janitorial Service																													
Maintenance - Building (repairs, upkeep)																													
Sub-Total																													
Lease Cost (includes common area)																													
Utilities																													
Maintenance - Janitorial Service																													
Maintenance - Building (repairs, upkeep)																													
Sub-Total																													
Total - Facilities Pool		\$397,169.78	\$31,666.32	\$136,704.17	\$208,541.24	\$1,141.13	\$1,141.13	\$4,564.51	\$2,282.26	\$570.56	\$570.56	\$4,564.51	\$3,423.39	\$0.00	\$0.00	\$0.00													
One-Stop Management Pool																													
Shared Cost Item		Total	ODJFS (WPI Vetar/ TAA/ UI)	LCMDAOP (Adult/ Disloc Wet/ Youth)	LCJFSNW	Wash LS, Sylvania CS, Oregon CRTC, Perite CRTC	Owens CC, UT, TPS, LCESC	ORSC	Experience Works Title V (BCSEP)	EOPA	LMHA	Job Corps	One-Stop Operator	VSC	LCIS	Other													
									Older Amer Title V (BCSEP)	CBSG EXT Entity	HUD E&T Entity	CCC	Disability Navigator																
Level 2 - (Site locale)																													
One-Stop Operator/Manager		\$72,102.31	\$14,201.97	\$32,773.78	\$10,386.89	\$546.23	\$546.23	\$2,184.92	\$1,092.46	\$273.11	\$273.11	\$2,184.92	\$1,638.69	\$0.00	\$0.00	\$0.00													
One-Stop Quality Assurance Manager		\$19,428.60	\$3,826.85	\$8,831.18	\$4,415.59	\$147.19	\$147.19	\$588.75	\$294.37	\$73.59	\$73.59	\$588.75	\$441.56	\$0.00	\$0.00	\$0.00													
Receptionist/Greeters		\$97,854.00	\$19,274.27	\$44,479.09	\$22,239.55	\$741.32	\$741.32	\$2,965.27	\$1,482.64	\$370.66	\$370.66	\$2,965.27	\$2,223.95	\$0.00	\$0.00	\$0.00													
Data Entry Support Staff		\$41,427.00	\$8,159.86	\$18,830.45	\$9,415.23	\$313.84	\$313.84	\$1,255.36	\$627.68	\$156.92	\$156.92	\$1,255.36	\$941.52	\$0.00	\$0.00	\$0.00													
Fiscal Support Staff		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00													
Technology Support Staff		\$15,114.74	\$2,977.15	\$6,870.34	\$3,435.17	\$114.51	\$114.51	\$458.02	\$229.01	\$57.25	\$57.25	\$458.02	\$343.52	\$0.00	\$0.00	\$0.00													
Sub-total		\$245,926.65	\$48,440.10	\$111,784.84	\$55,892.42	\$1,863.08	\$1,863.08	\$7,452.32	\$3,726.16	\$931.54	\$931.54	\$7,452.32	\$5,589.24	\$0.00	\$0.00	\$0.00													
Level 1 - (Site locale)																													
One-Stop Operator/Manager																													
Receptionist/Greeter																													
Data Entry Support Staff																													
Fiscal Support Staff																													
Technology Support Staff																													
Sub-total																													
Level 1 - (Site locale)																													
One-Stop Operator/Manager																													
Receptionist/Greeter																													
Data Entry Support Staff																													
Fiscal Support Staff																													
Technology Support Staff																													
Sub-total																													
Total - One-Stop Mgmt Pool		\$245,926.65	\$48,440.10	\$111,784.84	\$55,892.42	\$1,863.08	\$1,863.08	\$7,452.32	\$3,726.16	\$931.54	\$931.54	\$7,452.32	\$5,589.24	\$0.00	\$0.00	\$0.00													

Worksheet B - Resource/Cost Sharing  
Allocation of Shared Costs

Resource Room Pool										Allocation Basis: A. Position Usage						
Shared Cost Item	Total	ODJFS (WPI/Veter/TAA/ UI)	LOWDAOP	LCJFSNW	Wash L3, Sylvan CS, Oregon C, Pinto CATC	Owens CC, UT, TPS, LCESC	ORSC	Experience Works Title V (SCSEP)	ESBG E&T Entity	LMHA HUD E&T Entity	Job Corps CCC	Disability Navigator	VSC	LCIS	Other	Other
Level 2 -- (Site locale)																
Computer Equipment (Hardware)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Computer Equipment (Software)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Copier and Copier Maintenance	\$7,118.19	\$1,402.07	\$3,235.54	\$1,617.77	\$53.93	\$53.93	\$215.70	\$107.65	\$26.96	\$26.96	\$215.70	\$161.76	\$0.00	\$0.00	\$0.00	\$0.00
Fax and Fax Maintenance	\$1,500.00	\$235.45	\$681.82	\$340.91	\$11.36	\$11.36	\$45.45	\$22.73	\$5.68	\$5.68	\$45.45	\$34.09	\$0.00	\$0.00	\$0.00	\$0.00
Telephone System	\$8,884.96	\$1,710.67	\$3,947.71	\$1,973.86	\$65.80	\$65.80	\$263.18	\$131.59	\$32.80	\$32.80	\$263.18	\$197.39	\$0.00	\$0.00	\$0.00	\$0.00
Internet Access	\$480.30	\$84.60	\$218.32	\$109.16	\$3.64	\$3.64	\$14.55	\$7.28	\$1.82	\$1.82	\$14.55	\$10.92	\$0.00	\$0.00	\$0.00	\$0.00
Furniture	\$1,000.00	\$196.97	\$454.55	\$227.27	\$7.58	\$7.58	\$30.30	\$15.15	\$3.78	\$3.78	\$30.30	\$22.73	\$0.00	\$0.00	\$0.00	\$0.00
Audio-Visual Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies (paper, materials, etc.)	\$11,073.60	\$2,161.16	\$5,033.45	\$2,516.73	\$33.89	\$33.89	\$355.56	\$167.78	\$41.85	\$41.85	\$355.56	\$251.67	\$0.00	\$0.00	\$0.00	\$0.00
Other - Reference Materials	\$2,500.00	\$402.42	\$1,136.36	\$568.18	\$18.94	\$18.94	\$75.76	\$37.88	\$9.47	\$9.47	\$75.76	\$58.82	\$0.00	\$0.00	\$0.00	\$0.00
Other - Additional Equipment & IT Set-up and Maintenance Costs	\$8,877.80	\$1,748.62	\$4,035.27	\$2,017.64	\$67.25	\$67.25	\$269.02	\$134.51	\$33.63	\$33.63	\$269.02	\$201.76	\$0.00	\$0.00	\$0.00	\$0.00
Sub-total	\$41,234.65	\$8,121.98	\$18,743.02	\$9,371.51	\$312.38	\$312.38	\$1,249.53	\$624.77	\$166.19	\$166.19	\$1,249.53	\$937.15	\$0.00	\$0.00	\$0.00	\$0.00
Level 1 -- (Site locale)																
Computer Equipment (Hardware)																
Computer Equipment (Software)																
Copier and Copier Maintenance																
Fax and Fax Maintenance																
Telephone System																
Internet Access																
Furniture																
Audio-Visual Equipment																
Supplies (paper, materials, etc.)																
Other (i.e., ADA equipment)																
Sub-total																
Level 1 -- (Site locale)																
Computer Equipment (Hardware)																
Computer Equipment (Software)																
Copier and Copier Maintenance																
Fax and Fax Maintenance																
Telephone System																
Internet Access																
Furniture																
Audio-Visual Equipment																
Supplies (paper, materials, etc.)																
Other (i.e., ADA equipment)																
Sub-total																
Total - Resource Room Pool	\$41,234.65	\$8,121.98	\$18,743.02	\$9,371.51	\$312.38	\$312.38	\$1,249.53	\$624.77	\$166.19	\$166.19	\$1,249.53	\$937.15	\$0.00	\$0.00	\$0.00	\$0.00

Equipment and Supplies Pool (Partner Use)										Allocation Base: A - Position Usage						
Shared Cost Item	Total	ODJFS (WP/ Ver/ TAM/ UI)	LCWDAOP (Adult/ Disloc/ Whr/ Youth)	LCJFSNW	Week LS. Syswks CS Oregon C&TC, Pedia C&TC	Owens CC, UT, TPS, LCESC	ORSC	Experience Works Title V (SCSEP)	EOPA CSBO E&T Entity	LMHA HUD E&T Entity	Job Corps CCC	One-Stop Operator Disability Navigator	VSC	LCIS	Other	Other
Level 2 – (Site locale)																
Telephone System/Equipment	\$34,739.86	\$8,842.70	\$15,790.84	\$7,895.42	\$283.18	\$283.18	\$1,052.72	\$526.36	\$131.59	\$131.59	\$1,052.72	\$789.54	\$0.00	\$0.00	\$0.00	\$0.00
Internet Access	\$480.30	\$64.60	\$218.32	\$109.16	\$3.64	\$3.64	\$14.55	\$7.28	\$1.82	\$1.82	\$14.55	\$10.92	\$0.00	\$0.00	\$0.00	\$0.00
Copier and Copier Maintenance	\$2,372.73	\$467.36	\$1,078.51	\$539.26	\$17.98	\$17.98	\$71.90	\$35.95	\$8.99	\$8.99	\$71.90	\$53.93	\$0.00	\$0.00	\$0.00	\$0.00
Fax and Fax Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Postage	\$815.80	\$160.69	\$370.82	\$185.41	\$6.18	\$6.18	\$24.72	\$12.36	\$3.09	\$3.09	\$24.72	\$18.54	\$0.00	\$0.00	\$0.00	\$0.00
Furniture	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Supplies (paper, materials, etc.)	\$5,982.71	\$1,174.47	\$2,710.32	\$1,355.16	\$45.17	\$45.17	\$180.69	\$90.34	\$22.59	\$22.59	\$180.69	\$135.52	\$0.00	\$0.00	\$0.00	\$0.00
Common Tracking System Software	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Computer Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Equipment & IT Set-up and Maintenance Costs	\$986.40	\$194.29	\$443.36	\$224.18	\$7.47	\$7.47	\$29.89	\$14.95	\$3.74	\$3.74	\$29.89	\$22.42	\$0.00	\$0.00	\$0.00	\$0.00
Sub-total	\$45,357.79	\$8,934.11	\$20,617.18	\$10,308.59	\$343.62	\$343.62	\$1,374.48	\$687.24	\$171.81	\$171.81	\$1,374.48	\$1,030.86	\$0.00	\$0.00	\$0.00	\$0.00
Level 1 – (Site locale)																
Telephone System/Equipment																
Copier and Copier Maintenance																
Fax and Fax Maintenance																
Postage																
Furniture																
Office Supplies (paper, materials, etc.)																
Common Tracking System Software																
Computer Equipment																
Other																
Sub-total																
Level 1 – (Site locale)																
Telephone System/Equipment																
Copier and Copier Maintenance																
Fax and Fax Maintenance																
Postage																
Furniture																
Office Supplies (paper, materials, etc.)																
Common Tracking System Software																
Computer Equipment																
Other																
Sub-total																
Total Equip and Supplies Pool	\$45,357.79	\$8,934.11	\$20,617.18	\$10,308.59	\$343.62	\$343.62	\$1,374.48	\$687.24	\$171.81	\$171.81	\$1,374.48	\$1,030.86	\$0.00	\$0.00	\$0.00	\$0.00

Outreach/Misc															Allocation										Position Usage									
Shared Cost Item		Total	ODJFS (WPI/Veter TAA/ UI)	LOWDAOP	LCJFSNW	Wash LS, Sylvania CS, Oregon CATC, Penta CATC	Owens CC, UT, TFS, LCESC	ORSC	Experience Works	EOPA	LMHA	Job Corps	One-Stop Operator	VSC	LCIS	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other						
Brochures and Printed Materials		\$1,700.00	\$334.85	\$772.73	\$388.36	\$12.88	\$12.88	\$51.52	\$25.78	\$9.44	\$9.44	\$51.52	\$39.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Billboard Advertising		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Media Advertising		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Orientation Materials		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Signage		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Job Fair related costs		\$5,000.00	\$884.85	\$2,272.73	\$1,136.36	\$37.88	\$37.88	\$151.52	\$75.76	\$18.94	\$18.94	\$151.52	\$113.64	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Meeting supplies		\$1,800.00	\$354.55	\$816.18	\$409.09	\$13.84	\$13.84	\$54.55	\$27.27	\$6.82	\$6.82	\$54.55	\$40.91	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Website development and maintenance		\$2,000.00	\$393.94	\$909.09	\$454.55	\$15.15	\$15.15	\$60.61	\$30.30	\$7.58	\$7.58	\$60.61	\$45.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Total - Outreach/Marketing Pool		\$10,500.00	\$2,068.18	\$4,772.73	\$2,386.36	\$79.55	\$79.55	\$318.18	\$159.09	\$39.77	\$39.77	\$318.18	\$238.64	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Miscellaneous Pool																																		
Shared Cost Item		Total	ODJFS (WPI/Veter TAA/ UI)	LOWDAOP	LCJFSNW	Wash LS, Sylvania CS, Oregon CATC, Penta CATC	Owens CC, UT, TFS, LCESC	ORSC	Experience Works	EOPA	LMHA	Job Corps	One-Stop Operator	VSC	LCIS	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other						
Other- Unanticipated miscellaneous expenses		\$2,000.00	\$393.94	\$909.09	\$454.55	\$15.15	\$15.15	\$60.61	\$30.30	\$7.58	\$7.58	\$60.61	\$45.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Sub-total		\$2,000.00	\$393.94	\$909.09	\$454.55	\$15.15	\$15.15	\$60.61	\$30.30	\$7.58	\$7.58	\$60.61	\$45.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Other																																		
Sub-total																																		
Other																																		
Sub-total																																		
Total - Miscellaneous Pool		\$2,000.00	\$393.94	\$909.09	\$454.55	\$15.15	\$15.15	\$60.61	\$30.30	\$7.58	\$7.58	\$60.61	\$45.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
Shared Services Pool (Value in Staff Time Across System)																																		
Shared Cost Item		Total	ODJFS (WPI/Veter TAA/ UI)	LOWDAOP	LCJFSNW	Wash LS, Sylvania CS, Oregon CATC, Penta CATC	Owens CC, UT, TFS, LCESC	ORSC	Experience Works	EOPA	LMHA	Job Corps	One-Stop Operator	VSC	LCIS	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other						
Resource Room																																		
Job Seeker Services																																		
Business Related Services																																		
Support Services																																		
Youth Services																																		
Workshops																																		
Training Services																																		
Miscellaneous/Other Services																																		
Total																																		

(The above Shared Services Pool reflects the resource sharing commitment of partner program services and staff to common services shared throughout the regional One-Stop System, based on FTE commitments.)

### Resource/Cost Sharing Agreement Summary

[illegible]

## **One Stop System General Provisions, Assurances and Certifications, Policies and Procedures**

### **GENERAL PROVISIONS**

- A. **INFORMATION SHARING/CONFIDENTIALITY:** All Partners agreed that any information considered public assistance information pursuant to Section 5101.26 of the Ohio Revised Code received by Partners pursuant to their involvement with the One-Stop will be used only for the purposes set out in this Business Plan and will not be rereleased to anyone except as allowed by Section 5101.27 of the Ohio Revised Code or any other state or federal law which governs release of the information. The parties also agree that the sharing of unemployment compensation claim, wage, employer or employment and training information will be for the purpose of providing employment and training programs and services pursuant to the provisions contained in Sections 4141-43-01 and 4141-43-02 of the Ohio Administrative Code. Additionally, the parties agree that the use of confidential information obtained through and with the Ohio Rehabilitation Services Commission will be governed under Section 3304-2-63 of the Ohio Administrative Code.
- B. **AMENDMENTS:**
- (1) (a) Except as set forth in paragraph (2), the information contained in this Business Plan may be modified or amended only by written consent of all of the Partners unless otherwise required by State or Federal law. Any request to amend a provision should be made in writing to the Lucas County WIB and must be agreed to by all Partners. The Lucas County WIB will notify the other Partners of the details of any modification request.
- (b) The Business Plan may be modified from time to time to add new one-stop Partners. These new members may sign the Business Plan in its existing form as of the time that they are being added. All Partners to the Business Plan will be notified in writing of additional parties joining in the Business Plan. Any adjustment of resource/cost sharing items will be reviewed prior to adding additional Partners.
- (2) It is understood by the parties that each should be able to fulfill its One-Stop role in full accordance with any federal and state laws and policies which govern or affect their activities. If at any time any party is unable to perform its functions under this Business Plan consistent with federal, state or local statutory, regulatory or policy mandates, the affected party should immediately provide written notice to all other parties of their intent to amend or modify the Business Plan at least 30 days in advance of effectuating the amendment or modification. No consent from the other parties will be requested if an amendment or modification is made pursuant to this provision.
- (3) Periodically the Resource/Cost Sharing Agreement (RSA – Section VIII of this plan) may require adjustments based upon reconciliation of projected costs to actual expenses and/or minor adjustments to resource/cost sharing items. In addition, other non-substantive modifications to the Business Plan, such as grammatical corrections, clarifications, etc., may be needed from time to time. Minor adjustments/modifications of this type will not require a formal amendment signed by



Attachement J  
WIBLC Area 9

all Partners to the Business Plan but it is agreed Partners will be notified by the One-Stop Operator or the LCOMB of any such written amendments/modifications.

- C. SUPPLEMENTAL AGREEMENTS: To ensure utmost flexibility for all Partners, it is understood that the Lucas County WIB, and/or its designee, may enter into separate legally enforceable agreements with each partner, or a combination of Partners, which will specify the rights and obligations of the particular partner(s) and the Lucas County WIB. The One-Stop operator will provide copies of any such agreements to all other Partners upon request.
- D. IMPASSE RESOLUTION: In the event that an impasse should arise between the partner(s) and/or the Lucas County WIB regarding terms and conditions, the performance, or administration of this Business Plan, the following procedure will be initiated:
- (1) A written document detailing the impasse will be submitted to the One-Stop Operator. The One-Stop Operator will attempt to resolve the issue. The Lucas County WIB and the partner(s) should document the negotiations and efforts that have taken place to resolve this issue.
  - (2) If the impasse is not resolved, the Executive Committee of the Lucas County WIB will appoint a special committee to review and attempt resolution of the impasse.
  - (3) In the event an agreement cannot be reached, the Lucas County WIB Chairperson will meet with the local elected official(s) and/or the partner(s) and/or the One-Stop Operator based on the nature of the impasse to resolve the issue and will make a recommendation within thirty (30) working days of receiving the dispute. The whole process should be completed within ninety (90) days.
  - (4) Impasses involving state level Partners will have the participation of their respective executive director/administrator, or their designees, in all resolution activities.
- E. WITHDRAWAL: Partners having legally enforceable agreements relating to their participation in the One-Stop may be bound by the terms contained therein, but since this is an informational document, any partner to this Business Plan may withdraw as a signatory from this Business Plan. It is requested that written notice be provided to all other parties setting forth their intent to withdraw at least thirty (30) days prior to their last anticipated day as a signatory. Withdrawal by one or more Partners to the Business Plan will only result in withdrawal of the Business Plan for the remaining Partners if the service or funds provided by the withdrawing partner(s) is/are essential to the continuing viability of *The Source*, and the withdrawing partner(s) cannot be easily replaced.
- F. NON-DISCRIMINATION: All Partners to this Business Plan are equal opportunity employers. All understand they must comply with 29 C.F.R. 37.30 which states it is against the law for a partner to discriminate on the following basis: against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any

Attachement J  
WIBLC Area 9

WIA Title I-financially assisted program or activity, including Section 188 of the WIA. The recipient must not discriminate in any of the following areas: deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

G. MISCELLANEOUS:

1) NO INDEMNIFICATION AND LIABILITY: By executing this Business Plan each partner agrees to work together to deliver Lucas County one-stop services for employers, employees and those seeking employment. However, the Partners are not legally "partners" to the extent that term encompasses joint and several liability. Each partner under this Business Plan is responsible for its own employees, representatives, agents and subcontractors.

2) MUTUAL RESPECT OF ORGANIZATIONAL PRACTICES: All Partners identified in this Business Plan or in supplemental agreements to this Business Plan will respect each other's organizational practices and management structures in the provision of services under the Business Plan.

3) RECORDS MAINTENANCE: The One-Stop Operator is responsible for all records-pertaining to the administration and operation of the *The Source*. This includes all fiscal and accounting records, budgets, performance measures, referral tracking records, customer service surveys and any other pertinent records. In addition, the One-Stop Operator will provide all Partners with an annual report that outlines budget expenditures/reconciliations, services provided and populations served and performance information. These records will be made available to all Partners upon request. When the record retention policies fluctuate from Partner to Partner, the most stringent of these policies shall be applied to all Partners in regard to any *The Source* costs. (Reference 29 CFR 97.42)

4) VETERANS PREFERENCE: All U.S. Dept. of Labor funded programs administered by any One Stop partner will ensure veteran preference and priority of service to provide maximum opportunities to veterans and/or covered person(s) within each targeted group as established by Title 38 U.S.C., Ch...42, §4215 and the Jobs for Veterans Act, P.L. 107-288.

## POLICIES AND PROCEDURES

The Partners have agreed to maintain operational control and responsibility for staff assigned to *The Source*, while assuring staff adhere to policies and procedures of the Lucas County one-stop system). Any Partner-specific variances with the Lucas County one-stop policies and procedures are documented in a supplemental agreement separate to this Business Plan. The Lucas County One-Stop Policies and Procedures are outlined below. All Partners will follow the Lucas County One-Stop Policies and Procedures. Where there is a conflict between those policies and procedures and those of a Partner agency, the Partner agency's policies and procedures shall take precedence. The Partner agencies and *The Source* shall work together to minimize such conflicts.

## POLICIES AND PROCEDURES

Along with the Youth Council, The WIBLC values the variety of other youth initiatives within the community. The WIBLC will forge relationships with these initiatives to create a coordinated effort in the community to assist youth transition into the workforce.

To assist in providing guidance to youth and adult programming, The WIB of Lucas County has adopted various procedures various procedures to manage the Workforce Investment Act funds. These procedures include the following:

Limited Funds and Priority Service Adult	Identity I-9
Individual Training Accounts	Credentials
On the Job Training	Work Experience Policy
Customized Training	Limited Funds and Priority Service: DW
Support Services	Demand Occupation
Training Policy	Service Eligibility

Along with the WIBLC policies, *The Source* partners have developed various procedures for operations including the following:

Labor Exchange Policy	Dress Code
Referral to Partner Agency	Resource Room Tracking
Survey of Program Services	Accessibility
Job Matching to Job Orders	Smoking
Conference Room Scheduling	Service Gap Analysis
Hours of Operation	Attendance
Work Area Appearance	Drug Free Workplace
Customer Service	Parking